

MINISTER OF RURAL  
ECONOMIC DEVELOPMENT



# **INFRASTRUCTURE CANADA**

## **DEPARTMENT & PORTFOLIO OVERVIEW**

### 2019

---

## INFRASTRUCTURE CANADA OVERVIEW

|  |    |
|--|----|
| DEPARTMENT AND PORTFOLIO .....                             | 2  |
| SECTION 1 – INFRASTRUCTURE CANADA.....                     | 2  |
| MANDATE.....   | 2  |
| INFC ORGANIZATIONAL INFORMATION.....                       | 4  |
| Deputy Minister’s Office (DMO) .....                       | 5  |
| Program Operations Branch (POB) .....                      | 5  |
| Policy and Results Branch (PRB).....                       | 6  |
| Investment, Partnerships and Innovation Branch (IPI) ..... | 6  |
| Centre for Rural Economic Development .....                | 7  |
| Corporate Services Branch (CSB) .....                      | 7  |
| Communications .....                                       | 8  |
| Audit and Evaluation.....                                  | 8  |
| Corporate Secretariat .....                                | 8  |
| CONSTITUTING LEGAL AUTHORITIES AND AGREEMENTS .....        | 9  |
| SECTION 2 – PORTFOLIO ORGANIZATIONS.....                   | 11 |
| Canada Infrastructure Bank .....                           | 12 |
| Windsor-Detroit Bridge Authority .....                     | 13 |
| Jacques Cartier and Champlain Bridges Incorporated.....    | 14 |
| Waterfront Toronto .....                                   | 15 |



---

# DEPARTMENT AND PORTFOLIO

## SECTION 1 – INFRASTRUCTURE CANADA

### MANDATE

Public infrastructure projects help address a wide array of challenges for communities across the country—ranging from the rapid growth of our cities, to providing transit options to connect Canadians to employment, services, and recreational opportunities, to providing rural and remote communities with access to broadband, to helping communities cope with climate change and environmental threats to our water and land. Infrastructure Canada provides support to help ensure that Canadians across the country benefit from world-class, modern public infrastructure. To this end, the department makes investments, builds partnerships, develops policies, delivers programs, and fosters knowledge about public infrastructure in Canada.

Infrastructure Canada (INFC) is a key funding partner for provincial, territorial and municipal partners. The department delivers and manages a broad spectrum of programming including the Investing in Canada Infrastructure Program (\$33B), the Disaster Mitigation and Adaptation Fund (\$2B), the Smart Cities Challenge (\$300 million), the Federal Gas Tax Fund (\$2B annually indexed at 2 per cent per year, starting in 2014-15, with increases applied in \$100-million increments from 2014-15 to 2023-24 plus a one-time \$2.2B transfer in 2019-2020) that are open to new project approvals, as well as delivering a dozen other fully allocated programs.

The Infrastructure Canada portfolio includes two of the largest bridge projects in North America; the Samuel De Champlain Bridge Project and the Gordie Howe International Bridge Project. While the Samuel De Champlain Bridge opened to vehicular traffic in early summer 2019, the construction work is continuing on implementation of light rail (REM Project) to finish the remainder of the corridor. The Gordie Howe International Bridge is a new international crossing between Windsor, Ontario and Detroit, Michigan, with an expected completion date of 2024.

---

The department also houses the Centre for Rural Economic Development. The Centre was established following the appointment of a Minister of Rural Economic Development in January 2019 and the subsequent launch of the Rural Economic Development Strategy. The Centre provides leadership for strong and resilient rural communities as an integral part of the Canadian economy, by providing a focus on rural needs, working across departments and agencies (particularly with the Regional Development Agencies for rural community development, and collaborating with Innovation, Science and Economic Development Canada on rural broadband), with other orders of government, and a range of stakeholders. This has led to increased engagement: for example, the Federation of Canadian Municipalities is calling for the federal government to build a “rural lens” into all policy and programs. During transition, the government may wish to consider the extent to which additional authorities could support these objectives, as well as the relative effectiveness of housing rural economic development functions within Infrastructure Canada, with Innovation, Science and Economic Development/Regional Development Agencies, or elsewhere.

The Infrastructure Canada portfolio includes responsibilities with respect to four organizations:

The Canada Infrastructure Bank (CIB), established to invest, and to seek to attract investment from private sector investors and institutional investors, in infrastructure projects that will generate revenue and that will be in the public interest.

The Windsor-Detroit Bridge Authority (WDBA), responsible for the construction and eventual operation of the Gordie Howe International Bridge between Windsor, Ontario and Detroit, Michigan, which is being delivered through a Public Private Partnership. The project is also overseen by a binational governance entity known as the International Authority, which has equal representation from Canada and Michigan, and monitors compliance with the Crossing Agreement.

The Jacques Cartier and Champlain Bridges Incorporated (JCCBI), responsible for managing, operating and maintaining the Jacques Cartier Bridge, the Champlain Bridge, the Bonaventure Expressway, the federal section of the Honoré Mercier Bridge, the Melocheville Tunnel, and the Champlain Bridge Ice Control Structure. It is also responsible for the deconstruction of the existing Champlain Bridge.

Waterfront Toronto, a tri-government (federal, provincial, municipal) corporation, established under provincial legislation as a not-for-profit entity mandated with leading and implementing the Toronto Waterfront Revitalization Initiative.

Additional information about the portfolio entities can be found in Section 2.

---

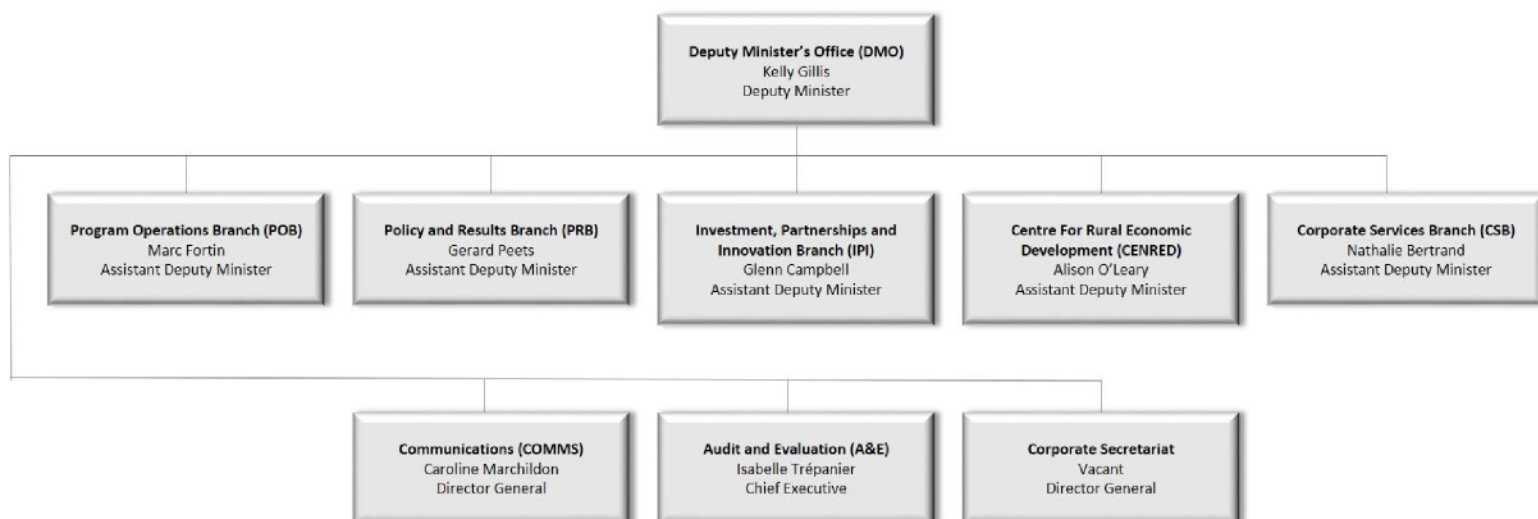
## INFC ORGANIZATIONAL INFORMATION

Unlike many federal departments, INFC has no enabling legislation. The work of the department is governed by a number of enabling acts and regulatory mechanisms, and its operating budget is time limited.

Infrastructure Canada's budget in 2019-20 is \$11B, and is comprised of four main elements; namely \$83.1M to support the department's operating functions and the salary of its 472 full-time equivalents (FTEs); \$1.3B allocated to Major Bridges, which is tied specifically to the Samuel De Champlain Bridge Corridor Project and the Gordie Howe International Bridge; \$5.2B in Grants and Contributions funding, which is used to reimburse claims submitted by recipients; and \$4.4B in statutory funding for the Gas Tax Fund, the Employee Benefit Plan and Ministerial salary and car allowance.

The department principally operates from the National Capital Region, with the exception of the Samuel De Champlain Bridge Corridor Project team, which operates from Ottawa and Montreal.

Led by the Deputy Minister of Infrastructure and Communities, the department is served by five Assistant Deputy Ministers, working in 8 functional areas, as outlined below:



## Deputy Minister's Office (DMO)

### DEPUTY MINISTER



*Kelly Gillis*  
Deputy Minister

The Deputy Minister's Office (DMO) serves as a single point of contact for Ministers and their offices to ensure horizontal linkages and integration of issues across the department. The Deputy Minister and her advisors provide Ministers and their staff with advice on all business lines of the department.

### Deputy Minister's Office – Key Contacts

Jennifer Eyre – Chief of Staff

Jeanna Chan – Infrastructure and Communities Departmental Liaison

Line Geerts – Executive Assistant to the Deputy Minister

## Program Operations Branch (POB)

### BRANCH HEAD



*Marc Fortin*  
Assistant Deputy  
Minister

The Program Operations Branch manages the operations of all INFC programs, including implementing the Investing in Canada Infrastructure Program (ICIP), the Disaster Mitigation and Adaptation Fund (DMAF), Gas Tax Fund (GTF) as well as Legacy Programs.

POB negotiates and manages infrastructure funding agreements. The Branch also provides program-related advice; risk management and analysis; environmental assessments; Indigenous consultation determinations; and program reporting.

### POB – Directorates

Nathalie Lechasseur – Director General, Program Integration

Jean-François La Rue – Director General, North / Atlantic / Ontario

Michèle Ouellette – Director General, Quebec / West

## Policy and Results Branch (PRB)

### BRANCH HEAD



*Gerard Peets*  
Assistant Deputy  
Minister

The Policy and Results Branch identifies and assesses broad infrastructure issues, priorities, needs for potential federal action and also contributes to federal policy development. PRB reviews and assesses strategic infrastructure investments and provides advice on policy and cabinet issues. The Branch is responsible for reporting on results, as well as focusing on data and research to strengthen evidence-based decision-making for all orders of government. PRB is responsible for delivering the Smart Cities Challenge.

### PRB – Directorates

Robert Judge – Acting Director General, Strategic and Sectoral Policy

Sean Keenan – Director General, Economic Analysis and Results

Jenny Tremblay – Director General, Smart Cities Challenge

## Investment, Partnerships and Innovation Branch (IPI)

### BRANCH HEAD



*Glenn Campbell*  
Assistant Deputy  
Minister

The Investment, Partnerships and Innovation Branch is a centre of expertise on innovative approaches to infrastructure delivery, including alternative approaches to funding, financing and procurement, as well as opportunities for partnerships with the private sector to deliver public infrastructure.

IPI is responsible for program delivery through the P3 Canada Fund, intergovernmental partnerships through Waterfront Toronto Revitalization, oversight and support for the Canada Infrastructure Bank, as well as the Gordie Howe International Bridge project in Windsor-Detroit and the Samuel de Champlain Bridge project in Montréal.

The Branch also supports horizontal policy development and monitors developments in the infrastructure finance sector, domestically and globally.

### IPI – Directorates

Lisa Mitchell – Senior Director, Policy

---

|   |
|---|
| Marie-Josée Lambert – Senior Director, Operations |
|---|

|  |
|--|
| Chantale Côté – Acting Director General, Major Bridge Projects |
|--|

## Centre for Rural Economic Development

### BRANCH HEAD



*Alison O'Leary*  
Assistant Deputy  
Minister

The Centre for Rural Economic Development works via a whole-of-government approach to coordinate research, analyze data, and provide advice regarding rural economic development issues.

The Centre advances strong and resilient rural communities as an integral part of the Canadian economy by working across departments and agencies, with other orders of government, and a range of stakeholders. The Centre encourages a focus on rural needs in federal policies and programs.

## Corporate Services Branch (CSB)

### BRANCH HEAD



*Nathalie Bertrand*  
Assistant Deputy  
Minister

The Corporate Services Branch provides advice, support and services relating to INFC corporate functions, including procurement, human resources, finance, security, planning and administration, accommodations, information management, and information technology.

### CSB – Directorates

|  |
|--|
| Greg Hall – Director General, Finance and Administration |
|--|

|  |
|--|
| Véronique Gauthier – Director General, Human Resources |
|--|

|   |
|---|
| Joann Shields – Chief Information Officer and Director General, Information Management and Information Technology |
|---|

---

## Communications

### BRANCH HEAD



*Caroline  
Marchildon*  
Director General

The Communications Branch provides advice, planning, and delivery of communications activities and products that support the department's mandate and that inform Canadians on progress and results of federal investments in infrastructure.

## Audit and Evaluation

### BRANCH HEAD



*Isabelle  
Trépanier*  
Chief Executive  
Audit and  
Evaluation

The Audit and Evaluation Branch conducts independent audits to provide assurance on the governance, risk management and control processes of the department. The Branch also carries out evaluation projects to assess the relevance, value, and impact of programs and initiatives.

## Corporate Secretariat

### BRANCH HEAD



*Karl El-Koura*  
Director General,  
Corporate  
Secretariat

The Corporate Secretariat supports the department by providing advice and services in the areas of parliamentary affairs, access to information and privacy, ministerial coordination and trips, executive correspondence; portfolio coordination, and internal governance.

The Corporate Secretariat manages the **MINO Admin mailbox** that can be used by ministerial staff to submit questions related to human resources, IT and IM, accommodations, security, and other administrative matters.

---

## CONSTITUTING LEGAL AUTHORITIES AND AGREEMENTS

- *Canada Strategic Infrastructure Fund Act (2002, c. 9, s. 47) (CSIF)*
- *P.C. Order in Council 2004-0325*; (provides authority for the appropriate Minister for the Office of Infrastructure of Canada to enter into transfer payment agreements related to infrastructure initiatives in Canada) Note: Infrastructure Canada does not have an enabling statute.
- The following pieces of legislation pertaining to the **Gas Tax Fund**:
  - *Keeping Canada's Economy and Jobs Growing Act, S.C. 2011, c. 24*; and
  - *Economic Action Plan 2013 Act, No. 1, S.C. 2013, c. 33, section 233*.
- The following Order in Council pertaining to the assignment of the **Minister for Rural Economic Development**:
  - *P.C. Order in Council 2019-0004*
- The following legislation, Orders in Council and Canada-Michigan Crossing Agreement pertaining to the **Gordie Howe International Bridge Project**:
  - *Crossing Agreement between Her Majesty the Queen in Right of Canada and the State of Michigan and the Crossing Authority*;
  - *International Bridges and Tunnels Act, S.C. 2007, c.1*;
  - *Bridge to Strengthen Trade Act, S.C. 2012, c. 31, s. 179*;
  - *P.C. Order in Council 2012-1350* (issuance of the letters patent for the WDBA);
  - *P.C. Order in Council 2015-1236* (transfers from the Minister of Transport to the Minister of Infrastructure, Communities and Intergovernmental Affairs the powers, duties and functions under the Letters Patent of incorporation for the establishment of the WDBA);
  - *P.C. Order in Council 2015-1237* (designates the Minister of Infrastructure, Communities and Intergovernmental Affairs as the appropriate Minister for the WDBA);
  - *P.C. Order in Council 2015-1238* (transfers from the Minister of Transport to the Minister of Infrastructure, Communities and Intergovernmental Affairs the powers, duties and functions under the *Bridge to Strengthen Trade Act*); and
  - *P.C. Order in Council 2017-1053* (issuance of the supplementary letters patent amending the letters patent for the WDBA)
- The following legislation and Order in Council pertaining to the **New Bridge for the St. Lawrence Corridor Project** (commonly known as the Samuel De Champlain Bridge Corridor Project):
  - *New Bridge for the St. Lawrence Act, S.C. 2014, c. 20, s. 375*; and
  - *P.C. Order in Council 2014-0144* (transfers from the Department of Transport to the Office of Infrastructure of Canada the control and supervision of that portion of the federal public administration in the Department of Transport known as the Unit Responsible for Federal Bridges in the Region of Montreal).



- 
- The following legislation and Order in Council pertaining to the **Canada Infrastructure Bank**:
    - *Canada Infrastructure Bank Act, S.C. 2017, c. 20, s. 403; and*
    - *P.C. Order in Council 2017-1007* (designates the Minister of Infrastructure, Communities and Intergovernmental Affairs to be the Minister for the purposes of the *Canada Infrastructure Bank Act*).
  - The following Orders in Council pertaining to **Waterfront Toronto**:
    - *P.C. Order in Council 2015-1239* (designates the Minister of Infrastructure, Communities and Intergovernmental Affairs as the Minister responsible for matters relating to the activities of the federal government with respect to Waterfront Toronto); *and*
    - *P.C. Order in Council 2015-1240* (designates the Minister of Infrastructure, Communities and Intergovernmental Affairs to represent Her Majesty in right of Canada for the purposes of the *Toronto Waterfront Revitalization Corporation Act*).

---

## SECTION 2 – PORTFOLIO ORGANIZATIONS


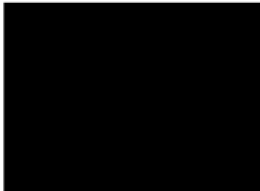
As previously outlined, the Minister of Infrastructure and Communities has responsibilities over four arm's length organizations:

- The Canada Infrastructure Bank (CIB)
- The Windsor-Detroit Bridge Authority (WDBA)
- The Jacques Cartier and Champlain Bridges Incorporated (JCCBI)
- Waterfront Toronto

Each organization has a unique mandate and organizational structure. In accordance with the enabling legislation, the Minister of Infrastructure and Communities exercises varying degrees of responsibility for the organizations within the portfolio.

See below for more detailed information on each portfolio organization.


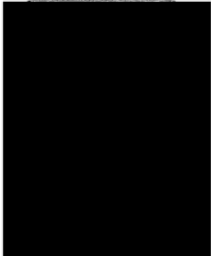
## Canada Infrastructure Bank

| LEADERSHIP   | CORPORATE INFORMATION  |
|--|--|
|  <p><i>Janice Fukakusa</i><br/>Chair of the Board of Directors</p>  <p><i>Pierre Lavallée</i><br/>President and Chief Executive Officer</p> | <p><b>Organization Type:</b> Crown Corporation (FAA, Sched. III, Part I)</p> <p><b>Incorporation:</b> <i>Canada Infrastructure Bank Act</i></p> <p><b>Year Incorporated:</b> 2017</p> <p><b>Head Office:</b> Toronto, ON</p> <p><b>Website:</b> <a href="http://www.cib-bic.ca">www.cib-bic.ca</a></p>   |
| MISSION, MANDATE AND DESCRIPTION   |  |
|  | <ul style="list-style-type: none"><li>• The Canada Infrastructure Bank (CIB) is a Crown corporation that reports to Parliament through the Minister of Infrastructure and Communities.</li><li>• It is mandated to invest \$35 billion of federal funding in revenue-generating infrastructure projects that are in the public interest and that attract private capital.</li><li>• The CIB acts as a centre of expertise by structuring proposals, negotiating infrastructure investments, and attracting private capital, advising governments on infrastructure projects, and collecting and disseminating data on the state of infrastructure in Canada to better inform infrastructure investment decisions.</li><li>• Working with provincial, territorial, municipal, federal, Indigenous and private sector investor partners, the Bank aims to transform the way infrastructure is planned, funded and delivered in Canada by:<ul style="list-style-type: none"><li>○ engaging private sector partners early in the planning and design process;</li><li>○ advancing revenue-based business models, where appropriate; and</li><li>○ exploring new and innovative approaches to project finance and delivery.</li></ul></li></ul> |
| GOVERNANCE   |  |
|  | <p>The CIB is led by a Chief Executive Officer, who reports to the Board of Directors.</p> <p>The CIB's Board is composed of the Chairperson and 8 to 11 other directors, appointed by the Governor in Council.</p>  |

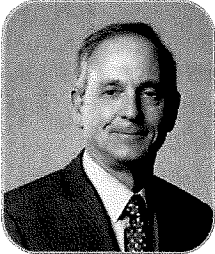

## Windsor-Detroit Bridge Authority

| LEADERSHIP  | CORPORATE INFORMATION  |
|---|--|
|  <p><i>Dwight Duncan</i><br/>Chair of the<br/>Board of<br/>Directors</p>  <p><i>Bryce Phillips</i><br/>Chief Executive<br/>Officer</p> | <p><b>Organization Type:</b> Crown Corporation (FAA, Sched. III, Part I)</p> <p><b>Incorporation:</b> Established by Letters Patent pursuant to subsection 29(1) of <i>International Bridges and Tunnels Act</i>; P.C. Order-in-Council 2012-1350</p> <p><b>Year Incorporated:</b> 2012</p> <p><b>Head Office:</b> Windsor, ON</p> <p><b>Website:</b> <a href="http://www.gordiehoweinternationalbridge.com">www.gordiehoweinternationalbridge.com</a></p>   |
|   | <p><b>MANDATE, MISSION AND DESCRIPTION</b></p> <ul style="list-style-type: none"> <li>Windsor-Detroit Bridge Authority (WDBA) is a Crown corporation that reports to Parliament through the Minister of Infrastructure and Communities.</li> <li>WDBA is responsible for the delivery of the Gordie Howe International Bridge between Windsor, Ontario and Detroit, Michigan, through a public-private partnership (P3). It is also responsible for project oversight of the construction and the operation of the new crossing. As the operator of the new bridge, WDBA will set and collect all tolls.</li> <li>The project is a vital investment to the Canadian economy, and will facilitate increased trade capacity between Canada and the United States by providing redundancy and highway-to-highway connectivity at Windsor-Detroit – the business commercial land border crossing between Canada and the United States.</li> </ul> <p><b>GOVERNANCE</b></p> <p>WDBA is led by a President and Chief Executive Officer (CEO) and governed by a Board of Directors. The Board is composed of up to nine members, including the Chairperson and the CEO, who are appointed by the Governor in Council. Directors are appointed by the Minister with the approval of the Governor in Council.</p> <p>In addition, the International Authority is a joint Canada-Michigan governance entity responsible for monitoring compliance of WDBA with the Crossing Agreement signed by Canada and Michigan. The International Authority consists of six members with equal representation from Canada and Michigan. Two members are appointed by Canada, one appointed by WDBA and three appointed by Michigan.</p> |

## Jacques Cartier and Champlain Bridges Incorporated

| LEADERSHIP   | CORPORATE INFORMATION  |
|--|--|
|  <p><b>Paul T. Kefalas</b><br/>Chair of the Board of Directors</p>  <p><b>Sandra Martel</b><br/>Chief Executive Officer</p> | <p><b>Organization Type:</b> Crown Corporation (FAA, Sched. III, Part I)</p> <p><b>Incorporation:</b> <i>Canada Business Corporations Act</i></p> <p><b>Year Incorporated:</b> JCCBI was established on November 3, 1978, and was a wholly owned subsidiary of the St. Lawrence Seaway Authority until 1998 when it became a wholly owned subsidiary of the Federal Bridge Corporation Limited. In 2014, JCCBI became a parent Crown corporation reporting to the Minister of Infrastructure and Communities.</p> <p><b>Head Office:</b> Longueuil, QC</p> <p><b>Website:</b> <a href="http://www.jacquescartierchamplain.ca">www.jacquescartierchamplain.ca</a></p>   |
|  | <p><b>MISSION, MANDATE AND DESCRIPTION</b></p> <ul style="list-style-type: none"> <li>• The Jacques Cartier and Champlain Bridges Incorporated (JCCBI) is a Crown corporation that reports to Parliament through the Minister of Infrastructure and Communities.</li> <li>• It oversees the management, maintenance and rehabilitation of three bridges and their approaches, namely the Jacques Cartier Bridge, the Samuel De Champlain Bridge and the federal portion of the Honoré Mercier Bridge. It is also responsible for three related infrastructures, namely the federal section of the Bonaventure Expressway, the Champlain Bridge Ice Control Structure and the Melocheville Tunnel. These structures play a vital role in the regional transportation system and economy.</li> <li>• The JCCBI's mission is to ensure the mobility of users, the safety and the longevity of infrastructure using a systematic approach based on sustainable development.</li> <li>• The Corporation plays a vital role in the daily life of thousands of users whose modes of transportation are constantly evolving. As an island city, Montreal depends on bridges to ensure the passage and mobility of goods and people.</li> </ul> |
|  | <p><b>GOVERNANCE</b></p> <p>The JCCBI is governed by a Board of Directors, which is composed of 7 members, including the Chairperson and CEO. The Board members are appointed by the Minister upon approval of the Governor in Council. The Chair of the Board of Directors and the Chief Executive Officer are appointed by the Governor in Council upon recommendation from the Minister.</p>  |

## Waterfront Toronto

| LEADERSHIP   | CORPORATE INFORMATION  |                                  |
|--|--|----------------------------------|
|  <p><i>Stephen Diamond</i><br/>Chair of the Board of Directors</p><br> <p><i>George Zegarac</i><br/>Chief Executive Officer</p> | <p><b>Organization Type:</b> Tri-Government Organization</p> <p><b>Incorporation:</b> <i>Toronto Waterfront Revitalization Corporate Act</i></p> <p><b>Year Incorporated:</b> 2001</p> <p><b>Head Office:</b> Toronto, ON</p> <p><b>Website:</b> <a href="http://www.waterfronttoronto.ca">www.waterfronttoronto.ca</a></p>  |                                  |
|  | <th data-bbox="521 611 1409 653">MISSION, MANDATE AND DESCRIPTION</th>   | MISSION, MANDATE AND DESCRIPTION |
|  | <ul style="list-style-type: none"> <li>Waterfront Toronto (formerly Toronto Waterfront Revitalization Corporation) is a tri-government organization. It was established following the commitment of \$500 million each by the Governments of Canada, Ontario, and Toronto. All three levels of government are represented on its board of Directors and the Minister of Infrastructure and Communities is responsible for appointing federal members.</li> <li>Waterfront Toronto has a 25-year mandate and \$30-billion long-term plan to transform 800 hectares of brownfield lands on Toronto's waterfront. This is one of the largest infrastructure projects in North America.</li> </ul> |                                  |
|  | <th data-bbox="521 1031 1409 1073">GOVERNANCE</th>   | GOVERNANCE                       |
|  | <p>Waterfront Toronto's oversight is provided through three venues: a Board of Directors, an Intergovernmental Steering Committee, and an Executive Steering Committee.</p> <p>Waterfront Toronto's Board of Directors is composed of 12 members (four each appointed by the Government of Canada, the Province of Ontario, and the City of Toronto). A Chair may be jointly appointed by the three orders of government.</p>  |                                  |



Infrastructure  
Canada

Canada

MINISTER OF RURAL  
ECONOMIC DEVELOPMENT



# ESTABLISHING YOUR OFFICE 2019



---

# TABLE OF CONTENTS

|   |    |
|---|----|
| Welcome minister .....  | 4  |
| Introduction .....  | 5  |
| Administrative support .....                                  | 6  |
| Security .....  | 7  |
| Security Clearance Requests .....                             | 7  |
| Security Considerations .....                                 | 7  |
| Office and Hill Passes .....                                  | 7  |
| Threat and Risk Assessment .....                              | 8  |
| Office Sweep .....  | 8  |
| Policies for Ministers' Offices.....                          | 8  |
| Assistance.....   | 8  |
| Human Resources Management.....                               | 9  |
| Staffing .....  | 9  |
| Pay.....  | 9  |
| Departmental Staff Assigned to Ministers' Offices.....        | 10 |
| Training .....  | 10 |
| Mandatory .....   | 10 |
| Recommended .....   | 11 |
| Policies for Ministers' Offices.....                          | 11 |
| Assistance.....   | 11 |
| Financial Management .....                                    | 12 |
| Establishing the Ministers' Office Budgets .....              | 12 |
| Budget Transfers and the Carry Forward of Unspent Funds ..... | 12 |
| Financial Authorities .....                                   | 13 |
| Policies for Ministers' Offices.....                          | 13 |
| Assistance.....   | 13 |
| Office Accommodation and Supplies .....                       | 14 |
| Departmental HQ Offices.....                                  | 14 |
| Ministers' Regional Offices .....                             | 14 |
| Office Furniture and Furnishings .....                        | 14 |
| Office Equipment and Supplies.....                            | 14 |



---

|  |    |
|--|----|
| Signature Arm (autopen) .....                          | 14 |
| Policies for Ministers' Offices.....                   | 14 |
| Assistance.....  | 15 |
| Travel and Hospitality .....                           | 16 |
| Designated Travel card .....                           | 16 |
| Executive Vehicle for use by a Minister .....          | 16 |
| Hospitality and Gifts.....                             | 16 |
| Proactive Disclosure.....                              | 17 |
| Policies for Ministers' Offices.....                   | 17 |
| Assistance.....  | 17 |
| Contracting.....                                       | 18 |
| Proactive Disclosure of Contracts .....                | 18 |
| Policies for Ministers' Offices.....                   | 18 |
| Assistance.....  | 18 |
| Services .....   | 19 |
| Parking .....  | 19 |
| Relocation .....                                       | 19 |
| Policies for Ministers' Offices.....                   | 19 |
| Assistance.....  | 19 |
| Official Languages .....                               | 20 |
| Policies for Ministers' Offices.....                   | 20 |
| Assistance.....  | 20 |
| Information Management and Information Technology..... | 21 |
| Information Management .....                           | 21 |
| Information Technologies .....                         | 21 |
| Policies for Ministers' Offices.....                   | 21 |
| Assistance.....  | 21 |
| Policies for Ministers' Offices.....                   | 22 |
| Key Contacts.....                                      | 23 |
| Information for all New Staff Form.....                | 24 |
| Direct Deposit Form .....                              | 25 |
| ID House of Commons (Hill Pass) Form .....             | 26 |
| HRG Travel Profile Form.....                           | 27 |

---

|  |    |
|--|----|
| Travel Card Form.....                        | 28 |
| Acquisition Card Form.....                   | 29 |
| Insurance for Executive Vehicle Form .....   | 30 |
| Signature Arm Cartridge (autopen) Form ..... | 31 |
| Secret Security Clearance Forms .....        | 32 |
| Videoconferencing Information.....           | 33 |
| Floor Plan for INFC .....                    | 34 |

---

# ESTABLISHING YOUR OFFICE

## WELCOME MINISTER

Welcome to Infrastructure Canada. In order to make your transition to INFC as smooth as possible, the department will provide support to ensure your office is well established to meet your needs. This will be coordinated by a departmental official ([MinoAdmin](#)) who is assigned by the Deputy Minister to facilitate the transmittal of departmental advice and who will be a key coordinator for arranging your office to best suit your requirements.

Upon your arrival, this support will include:

- Security requirements: assistance will be provided to ensure that all security requirements are implemented for the safety of you and your office, including arranging security consultations and briefings and providing appropriate tools for the protection of sensitive information. In addition, the department will assist in obtaining or validating security clearances for any incoming staff.
- Human resources: support will be provided to facilitate the arrival of incoming staff, including the letters of offer, as well as the provision of welcome kits with key administration information. The departmental can also provide temporary administrative support staff to assist you with establishing your office.
- Financial advice: you will receive a letter from the Treasury Board outlining budgetary information for your office. The department will be available to provide information and address any questions which may arise regarding the Ministerial budget.
- Vehicle services: your vehicle will be available to you immediately following the swearing in ceremony, as well as a temporary driver should you require one.
- Administrative needs: the department will be available to address any administrative need which may arise, and your preferences will be sought regarding several administrative items, including the selection of electronic devices, the establishment of protocols for the use of an autopen, and the arrangement of your office suite and business cards.

Once your Chief of Staff has been appointed, the department will provide them a welcome kit containing more detailed administrative information to help establish your office and address any requirements you may have.

The Deputy Minister and the department are also prepared to brief you on the department's mandate, as well as legislation (e.g.: Access to Information and Privacy Act) and practices (e.g.: information management) relevant to the day to day operations of a Minister's office. The departmental official ([MinoAdmin](#)) will work with your office to coordinate these sessions, depending on your availability and interest.

Please find at the end of this document, a list of [key contacts](#), should you require any immediate assistance in the coming days. We look forward to helping you establish your office.

---

# INTRODUCTION

Ministers and exempt staff are subject to Treasury Board policies and regulations. In accordance with the *Financial Administration Act*, the Treasury Board provides advice and makes recommendations on how the government spends money on programs and services, how it regulates and how it is managed.

To support your office, the department will be following the Treasury Board [Policies for Ministers' Offices](#) (the "Policies"). These Policies consolidate the various financial, personnel, and administrative rules and regulations that govern ministers and their exempt staff when they perform duties directly related to their responsibilities.

By its very nature, the Policies cannot be all-inclusive and, as such, source documents are cited in this binder where appropriate. Other guidelines included in the Policies are the [Contracting policy](#) and [Directive on Travel, Hospitality, Conference and Event Expenditures](#).

The departmental staff can guide you and your office on interpreting these policies, directives and internal tools, as required.

---

# ADMINISTRATIVE SUPPORT

Your Ministerial office is supported by [MinoAdmin](#), a small group of departmental staff, paid for by the department who are assigned to provide administrative assistance within the scope of your portfolio responsibilities.

The departmental liaison Officer (DL) will be responsible for non-partisan departmental advice and will be the liaison between the Minister's office and the department, and manages the interaction between your staff and the department, as well the sharing of information and documents.

The Executive Correspondence Unit (ECU) provides information management services by coordinating responses to the Minister's mail. ECU works closely with the departmental subject matter experts and other regional contacts to prepare draft replies for the Minister's signature.

The department can also provide three public servant administrative support staff to the Minister's office. The roles and responsibilities of these staff are outlined in the Policies, and may include administrative assistants to support the office, such as a receptionist. It is important to note that the salary for these positions would be funded by the department. [MinoAdmin](#) can assist you in staffing these depending on your office's needs.

---

# SECURITY

All individuals who work in or for the office of any minister, including exempt staff, other employees, contractors, students, and persons on loan, assignment, or secondment, regardless of their work location, require at a minimum a Level 2 (Secret) security clearance prior to appointment.

A Top Secret clearance is required for individuals who will have access to information classified at that level.

## SECURITY CLEARANCE REQUESTS

Employees who do not have a valid secret security clearance will need to complete the following security clearance [forms](#). To expedite the process, the department will be available to assist in the completion of screening forms for any incoming staff. These forms will be sent for analysis and either an approved or denied secret clearance will be obtained.

The processing time for security clearance varies based on the complexity of the individual's file. However, on average, new secret security clearance requests as well as an update of a security clearance can take between 2 to 12 weeks. The verification of a security clearance from another department can typically be done within 2 business days as long as the individual file is complete at the other department.

## SECURITY CONSIDERATIONS

Your security, as well as of your office, is a priority for INFC and upon your arrival, we will ensure that all your needs are met.

Security is a joint responsibility between the department, the Royal Canadian Mounted Police (RCMP) and the Privy Council Office. While Ministers are responsible for the security of their staff and offices, as well as of sensitive information and other assets in their custody, the department provides assistance in ensuring that all security requirements are implemented for your office and safety.

The department will brief your Chief of Staff and your official on requirements for the protection of personnel, sensitive information and other assets, including their security responsibilities with respect to Cabinet Confidences.

## OFFICE AND HILL PASSES

The Security team will provide you and your office with office passes on their first day. Hill Passes are for those who require access to the House of Commons. Please complete the following [form](#).

---

## THREAT AND RISK ASSESSMENT

A Threat and Risk assessment is performed by the department at the Minister's office, home(s), cottages and, if a recent report is not available, the constituency office. The Security team coordinates with an identified member of the Minister's staff to physically visit each of these locations. The result of the assessment is typically a set of recommendations based on risk factors (e.g. ensuring a home alarm system etc.).

## OFFICE SWEEP

An office sweep consists of periodic review of the physical office space to ensure that sensitive material (e.g.: sensitive documents, electronic devices) are properly stored.

Although the risk is likely low at INFC, a deeper 'bug sweep' to ensure no recording devices or means of obtaining information by an outside body, can be performed.

## POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 2](#) of the Policies for additional information on requirements and personal security.

## ASSISTANCE

Advice on security clearances and other security requirements may be obtained by the [MinoAdmin](#) with the collaboration of the CSO. Please contact [MinoAdmin](#) if you require a secure briefcase.



---

# HUMAN RESOURCES MANAGEMENT

In the coming weeks, you will receive a letter from the Treasury Board providing information on your Ministerial budget. Depending on this budget and your preferences and regional responsibilities, you will have the flexibility to establish the structure of your office to best suit your needs within your allocated funding levels.

To assist you in your considerations, please find below some information regarding position titles and salary maximums as laid out in the current Policies.

The department will be available to provide human resources support and advice to facilitate the timely arrival of incoming Ministerial staff.

## STAFFING

Members of a Minister's exempt staff are "exempt" from the appointment procedures of the Public Service of Canada. Once you have decided on whom you wish to hire, the department will assist you in bringing the individual based on the requirements in the Policies.

A minister can sign letters of offer after the being sworn-in. However, the first step in the staffing process is providing [employee information](#)<sup>1</sup> and verifying their clearance. If the individual does not have a valid secret security clearance, the employee should complete these [forms](#).

Once a security clearance is obtained, the department will assist in preparing a letter of offer for your signature. [MinoAdmin](#) will be available to assist you throughout this process. It is important to note that you are the only person who can issue and sign letter of offer of employment (or termination of employment) for your exempt staff, this authority cannot be delegated.

Once a letter of offer is signed by both you and the newly appointed exempt staff, MinoAdmin will work with that individual to complete the necessary forms to set up their pay and benefits. Finally, an email account will be created and electronic devices issued. We will work with you and your Chief of Staff to assign office space and configure their office to best suit their needs.

## PAY

The position of the individuals should reflect those found in [Appendix A](#) of the Policies. Each approved exempt staff position title found in [Appendix A](#) is associated with a salary equivalent to the current maximums of Public Service groups and levels.

- [Public Service \(AS, CR, IS\) groups](#).
- [Public Service executive \(EX\) group](#).

There are no minimum rates of pay. However, as a general rule, the maximum salary is reserved for staff with relevant professional qualifications, ten or more years of employment experience or extraordinary skills and qualifications.

---

<sup>1</sup> If an employee does not have a Personal Record Identifier (PRI), [MinoAdmin](#) will assist the employee.



---

In exceptional circumstances, a minister may, with the prior agreement of the Prime Minister's Office and approval by the Treasury Board, pay an exempt staff member a salary above the permitted maximum. This exception will be sought through a Treasury Board Submission.

## DEPARTMENTAL STAFF ASSIGNED TO MINISTERS' OFFICES

A minister is permitted three positions which are not charged against the minister's departmental staff budget, but directly from existing departmental reference levels.

- One departmental liaison.
- One departmental administrative support position.
- One departmental corporate support position.

This is the maximum complement of departmental positions funded directly by the department.

- There can be a maximum of one senior support staff position. All other positions may only be classified up to the AS-04 level.
- Any other remaining departmental staff positions are considered to be support staff positions and must be funded from the minister's staff budget.

The department will assist you in providing a list of eligible candidates for these positions.

## TRAINING

The [Canada School of Public Service](#) ("the School") provides self-paced online training<sup>2</sup>. The School offers a collection of rich, interactive and open online resources, videos, courses, seminars and events to support the Government of Canada's enterprise-wide approach to learning, accessible anytime and from anywhere all at **no cost to learners**.

## MANDATORY

At this time of transition, all previous delegations of authority become null and void, and new delegations must be sought. The department will assist the Minister's office in identifying the individuals who require delegated spending and financial authorities under sections 32, 33 and 34 of the [Financial Administration Act](#) and to facilitate the establishment of new delegations authorities (including the use of the [autopen](#)).

These employees will be required to complete the following mandatory training which are available online or can be provided in person by the department.

- Authority Delegation Training (G110) – Modules 1 to 8
- Manager Authority Delegation Training Checkpoint (G510)

Upon completion of the training, please contact [MinoAdmin](#) and they will schedule a briefing session of the Financial Delegation Matrix. The Financial Delegation Matrix which will need to be signed quickly to ensure continuity.

---

<sup>2</sup> To create an account, you will need a PRI<sup>2</sup>  
Processed under the provisions of the Access to Information Act / Page 27 of 263  
Révisé en vertu de la Loi sur l'accès à l'information

---

A specimen signature card will be prepared for the individual exercising financial delegation. This card will confirm the authorities and limits associated with the financial delegation.

## RECOMMENDED

The School provides online self-paced training. The department recommends the following training for your staff:

- Orientation to the Public Service - Who We Work For (C218)
- Values and Ethics Foundations For Employees (C255)
- Security Awareness (A230)
- Creating a Respectful Workplace (G417)
- Preventing Harassment and Illegal Discrimination for Employees OR Supervisor (Z073 or Z074)
- Canada Labour Code, Part II: An Overview (Z065)

## POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 3](#) of the Policies for additional information on salary increases, employment equity, leave, termination and changes in portfolio.

## ASSISTANCE

Please contact [MinoAdmin](#) regarding Human Resources Management inquiries or questions.

---

# FINANCIAL MANAGEMENT

In the weeks following your appointment, Treasury Board, in conjunction with the Prime Minister's Office, will work to identify the allocations for all Ministerial budgets. Once identified, you will receive a letter from the Treasury Board outlining your budget.

The department is available at your convenience to discuss any financial inquiries you may have and will seek to brief you and your Chief of Staff as soon as your budget has been received from the Treasury Board.

The Chief Financial Officer will designate a Financial Management Advisor (FMA) for your office and will provide regular financial reports on the status of your budget including expenditures and forecasts. They will also assist your office in responding to the quarterly requirement from the Treasury Board Secretariat to report on Ministerial budgets.

## ESTABLISHING THE MINISTERS' OFFICE BUDGETS

The office budget will be divided into six components:

- Ministerial salary budget for exempt staff
- Ministerial operating budget, which covers all operating expenditures related to the conduct of the portfolio or other official government departmental business.
- Students salary
- Minister's salary and motorcar allowance (controlled separately)
- Ministerial regional exempt staff and operating budget (if there is regional staff)
- Ministerial salary and operating budget for the Parliamentary Secretary Assistant

This budget is in addition, and separate from, entitlements that you have as a Member of Parliament.

In addition to the office budget, the Minister will receive \$85,500 for their salary and \$2,000 for their car allowance as a statutory allowance which is not directly managed by the Minister's office.

Please note that Ministers are individually responsible and accountable for dealing with all public inquiries about the expenditures made from their office budgets, including publicly justifying them if the need arises.

## BUDGET TRANSFERS AND THE CARRY FORWARD OF UNSPENT FUNDS

Ministers cannot exceed their budget. However, funds can be transferred between salary budgets and operating budgets.

---

## FINANCIAL AUTHORITIES

You may choose to delegate, pursuant to the [Financial Administration Act](#), financial authorities for expenditures to your Chief of Staff or other exempt staff. Please note that:

- A minister can delegate (but cannot be sub-delegated) his authority for expenditures related to their ministers' office budgets.
- A minister cannot delegate his authority for hiring, determining salaries and salary increases, and terminating employment of exempt staff and benefits.

## POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 4](#) and [Appendix E](#) of the Policies for additional information on accountability, accounting for expenditures charged to ministers' budgets, internal audit and Minister's salary and motor vehicle allowance.

## ASSISTANCE

Please contact [MinoAdmin](#) regarding Financial Management inquiries or questions.

---

# OFFICE ACCOMMODATION AND SUPPLIES

## DEPARTMENTAL HQ OFFICES

The department has assigned an office space for you and your staff. Your office is located at 427 Laurier [REDACTED]. Your office provides for 15 office spaces including a kitchen and a boardroom. A floor plan is available [here](#).

## MINISTERS' REGIONAL OFFICES

Ministers' regional offices, furniture and furnishing are provided by Public Works and Government Services.

## OFFICE FURNITURE AND FURNISHINGS

A Minister's department funds the acquisition of office furniture, fixtures and equipment, and their operation and maintenance costs.

Our accommodation team is available to assist you with additional requirements. Equipment and furnishings outside of departmental standards are paid from the ministers' operating budget.

## OFFICE EQUIPMENT AND SUPPLIES

Supplies are paid from the minister's operating budget. To enroll for an acquisition card, please complete this [form](#).

## SIGNATURE ARM (AUTOPEN)

Given the number of documents that a Minister of the Crown is required to sign, an autopen (or signature arm) is frequently used. Since a signature from the autopen is considered a legal signature, and therefore, bind the Government and the Crown to certain decisions, its use must be carefully controlled. The department can assist you in the roles and responsibilities, as well as current security and functional procedures for the use of the Minister's autopen at INFC.

Please complete the following [form](#) to set-up a signature arm (autopen).

## POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 5](#) of the Policies for additional information on accountability, accounting for expenditures charged to ministers' budgets, internal audit and Minister's salary and motor vehicle allowance.

---

## ASSISTANCE

Please contact [MinoAdmin](#) regarding office accommodation and supplies inquiries or questions.



---

# TRAVEL AND HOSPITALITY

Travel expenses by the Parliamentary Secretaries and Ministers' staff incurred while on departmental business, are eligible for reimbursement in accordance with the [Treasury Board directives](#) and the [National Joint Council Travel directives](#). The directives outline four common travel situations such as travel within headquarter area, outside headquarter area, travel in Canada and USA and international travel.

Ministers are excluded from the National Joint Council travel directive, however, it provides framework for appropriate expenditures. Any travel by the Minister outside the National Capital Region must be authorized by the Prime Minister's Office.

The department will be available to facilitate your office's travel needs, their roles and responsibilities for Travel Authority (TA), expense claims and report travel transactions.

## DESIGNATED TRAVEL CARD

Exempt staff that are expected to travel frequently are advised to apply for a [Designated Travel Card](#). The department can assist exempt staff in obtaining this card and explain the advantages for government business travel.

Ministers can use their Designated Travel Card or their personal credit card and be reimbursed for funds expended or they may request an advance from their department for travel costs.

The ministers' offices are encouraged to use the government Shared Travel Services provided by HRG. Before a Designated Travel Card can be issued, the Ministers' staff will be required to complete a travel profile with HRG. To create a travel profile, please complete this [form](#).

## EXECUTIVE VEHICLE FOR USE BY A MINISTER

An executive vehicle will be allocated to the Minister of Rural Economic Development. The vehicle is provided to each minister and expenses are paid by the department for the conduct of official business.

It is important to note that the use of the executive vehicle is a taxable benefit, therefore personal use, by you or your driver, of the car should be documented (kilometers recorded) for taxation purposes.

Exempt staff and departmental staff are not authorized to use the vehicle for personal use.

Anyone who may be required to drive the executive vehicle, including you and your family should be insured. Please complete this [form](#).

## HOSPITALITY AND GIFTS

Hospitality is defined as the provision of beverages, snacks, meals and sometimes entertainment to guests of departments or agencies.

There may be instances when a Minister requires a Parliamentary Secretary or staff member to extend hospitality on behalf of the Minister or department. Such hospitality may be necessary because it will economically facilitate the business of the department or agency or because it is considered essential as a matter of courtesy or protocol.

---

In these instances, such hospitality shall be extended in accordance with the [Directive on the Management of Travel, Hospitality and Conferences](#) and all the requirements for documentation shall be met. Claims for reimbursement should be approved by the Chief of Staff or Minister, as appropriate.

Separate claims should be submitted when a member of a Minister's staff claims reimbursement for their own hospitality expenses and for hospitality disbursements made on behalf of the Minister.

## PROACTIVE DISCLOSURE

For Travel and Hospitality expenses, proactive disclosure is done on a monthly basis and requires the mandatory publication on departmental websites of travel and hospitality expenses for Ministers, Parliamentary Secretaries, exempt staff and by senior level employees at the Deputy Minister and Assistant Deputy Minister levels.

All reports should be reviewed by your Chief of Staff (or yourself) prior to publication.

## POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 6](#) of the Policies for Ministers' Offices for additional information on accountability, accounting for expenditures charged to ministers' budgets, internal audit and Minister's salary and motor vehicle allowance.

## ASSISTANCE

Please contact [MinoAdmin](#) regarding travel and hospitality inquiries or questions.



---

# CONTRACTING

Ministers must ensure that the government contracts regulations are respected and the requirements of the [Financial Administration Act](#) are met.

As per the [Contracting Policy](#), services and products acquired must demonstrate fairness, openness and be obtained at the best value in the spending of taxpayers' money.

## PROACTIVE DISCLOSURE OF CONTRACTS

Ministers, Parliamentary Secretaries and exempt staff members must disclose on a quarterly basis all expenses for contracts over \$10,000, amendments which increase the value of contracts to over \$10,000, and amendments over \$10,000. There are some limited exceptions, such as national security.

All reports should be reviewed by your Chief of Staff (or yourself) prior to publication.

[MinoAdmin](#) will assist in the development of attestations for each of your staff to review and approve. The Chief Financial Officer can provide you and your Chief of Staff with a comprehensive briefing regarding the Proactive Disclosure process.

## POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 7](#) of the Policies for additional information on Treasury Board Contracting Policy, employer-employee relationships, fee guidelines, former government officials and temporary help services.

## ASSISTANCE

Please contact [MinoAdmin](#) regarding contracting inquiries or questions.

---

# SERVICES

## PARKING

A minister's vehicle, being the property of the Crown, is allotted a parking space at the minister's office. The department has purchased a reserved parking space [REDACTED]. We also have a pre-arranged pick up permit with the Ottawa airport. This will allow your driver quick access and easy access upon arrivals and departures.

All exempt staff members must pay for their parking in government parking areas at the same rates paid by Public Service employees.

The position of your Driver is part of your exempt staff complement, whose salary is drawn from your exempt staff budget. The department will provide you with a temporary driver until you appoint an individual to this position.

## RELOCATION

The reimbursement of relocation expenses may be authorized for exempt staff at the EX-02 equivalent level or above. These expenses are at the discretion of the Minister and are paid from their operating budget.

The reimbursement of relocation expenses should be clearly specified in the letter of offer.

## POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 8](#) of the Policies for additional information on hospitality and gifts, memberships, international conferences and legal services.

## ASSISTANCE

Please contact [MinoAdmin](#) regarding Services inquiries or questions.

---

## OFFICIAL LANGUAGES

Ministers' offices are considered separate from federal institutions, as such they are not subject to the *Official Language Act*. Nonetheless, ministers' offices follow the spirit of the Act. They need to:

- Have the capacity to communicate and serve the public in both official languages.
- Have an office environment conducive to the use of both official languages.
- Reflect the presence of both linguistic communities in their workforce.

## POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 9](#) of the Policies for additional information on service to the public, language of work, equitable participation and support mechanisms.

## ASSISTANCE

Please contact [MinoAdmin](#) regarding Official Languages inquiries or questions.

---

# INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY

## INFORMATION MANAGEMENT

While Ministers are responsible for the security of sensitive government information and other assets in their custody, the department provides assistance in ensuring that all security requirements are implemented for your office and safety.

The department will brief you on the legislation, practices and guidelines relevant to information management in the day to day operations of a Minister's office.

However, please note that a Minister's office is not in and of itself a Government Institution, nor is it part of a Government Institution for purposes of the [Access to Information Act](#) (ATIA). Therefore, a Minister's office is not subject to the ATIA.

## INFORMATION TECHNOLOGIES

The department will work closely with Shared Services Canada (SSC) to ensure your Information Technology requirements and those of your office are met. This will include establishing network and email accounts, providing wireless devices, computers and peripherals (printers, scanners, etc.) as required to all members of your office.

An iPhone 8 device for you will be activated for use on swearing-in day. For your Chief of Staff and employees, iPhone devices and computers will be included as part of their welcome package on their first day at INFC.

The department's Chief Information Officer is available to brief you on other options, address any specific needs you may have and assist you in getting set up on these devices. Similarly, an IT technician will be available to assist any member of your office as required.

Please refer to this [document](#) for videoconferencing. Please complete the following [form](#) to set-up a new teleconferencing account.

## POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 10](#) of the Policies for additional information on information management, information technologies and the [Access to Information Act](#) and the [Privacy Act](#).

## ASSISTANCE

Please contact [MinoAdmin](#) regarding Information Management inquiries or questions.

---

# POLICIES FOR MINISTERS' OFFICES

Please refer to the Treasury Board [Policies for Ministers' Offices](#) (the “Policies”). These Policies consolidate the various financial, personnel, and administrative rules and regulations that govern ministers and their exempt staff when they perform duties directly related to their responsibilities.

# KEY CONTACTS

Minister's Office

427 Laurier, [REDACTED]

Reception Desk to Minister's Office: (343) 550-3867

Reception Desk to Prime Minister's Office: (613) 992-4211

Reception Desk to Privy Council Office: (613) 957-5153

| Name                  | Title  | Email  | Telephone    |
|-----------------------|--|--|--------------|
| <b>Kelly Gillis</b>   | Deputy Minister  | <a href="mailto:Kelly.gillis@canada.ca">Kelly.gillis@canada.ca</a>                   | 613-960-5661 |
| <b>Jennifer Eyre</b>  | Chief of Staff to the Deputy   | <a href="mailto:Jennifer.eyre@canada.ca">Jennifer.eyre@canada.ca</a>                 | 613-960-9666 |
| <b>Jeanna Chan</b>    | Departmental Liaison   | <a href="mailto:Jeanna.Chan@canada.ca">Jeanna.Chan@canada.ca</a>                     | 613-941-0745 |
| <b>RCMP Emergency</b> | [REDACTED]   |  |              |
| <b>MINOAdmin</b>      | The MINO Admin is a single-window unit of the department that been established to provide operations support to your office relating to HR, Accommodations, Security and IM/IT | <a href="mailto:infrc.minoadmin.infrc@canada.ca">infrc.minoadmin.infrc@canada.ca</a> | N/A          |
| [REDACTED]            |  |  |              |
| <b>Alex Lightbody</b> | Temporary driver   | <a href="mailto:alexander.lightbody@canada.ca">alexander.lightbody@canada.ca</a>     | 613-298-7901 |

---

# INFORMATION FOR ALL NEW STAFF FORM

|                                      |  |
|--------------------------------------|--|
| FULL NAME                            |  |
| DATE OF BIRTH (FOR SECURITY PURPOSE) |  |
| PRI (IF ANY)                         |  |
| COPY OF CV                           |  |
| SECURITY CLEARANCE                   |  |
| CONTACT PHONE NUMBER                 |  |
| CONTACT EMAIL ADDRESS                |  |
| START DATE                           |  |
| PROPOSED TITLE                       |  |
| SALARY LEVEL                         |  |
| GOVERNMENT EMAIL ADDRESS (IF ANY)    |  |
| GOVERNMENT MOBILE DEVICE?            |  |
| NAME OF HR CONTACT (IF POSSIBLE)     |  |

Once complete, please send this form to [MinoAdmin](#).

---

# DIRECT DEPOSIT FORM

|       |                            |   |
|-------|----------------------------|---|
| WHO   | this form is addressed to  | All staff members (including the Minister) who will be travelling or may need to be reimbursed expenses (parking, supplies, etc.)                 |
| WHEN  | to complete the form       | Before travelling or incurring expenses to be reimbursed (recommended during the first week)  |
| WHAT  | to do prior to the form    | Getting a <a href="#">PRI number</a>  |
| WHERE | to send the completed form | Finance Infrastructure (INFC) mailbox<br><a href="mailto:infc.financeinfrastructure.infc@canada.ca">infc.financeinfrastructure.infc@canada.ca</a> |

|      |                                       |  |
|------|---------------------------------------|--|
| Help | Finance Infrastructure (INFC) mailbox | <a href="mailto:infc.financeinfrastructure.infc@canada.ca">infc.financeinfrastructure.infc@canada.ca</a> |
|------|---------------------------------------|--|





# Direct Deposit Enrolment Request Demande d'inscription au dépôt direct

|  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|
| Last Name - Nom  |  |  |  |  |  |  |  |  |  |
| First Name - Prénom  |  |  |  |  |  |  |  |  |  |
| Initial(s)<br>Initiale(s)  |  |  |  |  |  |  |  |  |  |
| Street Address, Apt. No., R.R., or P.O. Box - Rue, N° d'app., R.R. ou Case postale |  |  |  |  |  |  |  |  |  |
| City/Town - Ville  |  |  |  |  |  |  |  |  |  |
| Province   |  |  |  |  |  |  |  |  |  |
| Postal Code - Code postal  |  |  |  |  |  |  |  |  |  |
| E-mail Address (work) - Adresse de courrier électronique (bureau)                  |  |  |  |  |  |  |  |  |  |
| Telephone (work) - Téléphone (travail)   |  |  |  |  |  |  |  |  |  |
| Telephone (home) - Téléphone (maison)  |  |  |  |  |  |  |  |  |  |

## TYPE OF PAYMENT AND IDENTIFICATION NUMBER - TYPE DE PAIEMENT ET NUMÉRO D'IDENTIFICATION

Attach a blank cheque with the banking information encoded on it and write "VOID" across the front, or complete the banking information area below (see the example on the next page).

Joignez un chèque en blanc encodé portant la mention « NUL » ou fournissez les renseignements bancaires demandés ci-dessous (voir l'exemple à la page suivante).

### ☐ **Public Service Pay** **Paye de la fonction publique**

|                              |                        |                         |   |
|------------------------------|------------------------|-------------------------|---|
| Pay Office<br>Bureau de paye | Department - Ministère | Paylist - Liste de paye | Personal Record Identifier (PRI)<br>Code d'identification de dossier personnel (CIDP) |
|------------------------------|------------------------|-------------------------|---|

|                           |   |                                   |                            |                                       |
|---------------------------|---|-----------------------------------|----------------------------|---------------------------------------|
| Regular<br>Régulière<br>1 | <input type="checkbox"/> New<br>Nouveau       | Branch No.<br>N° de la succursale | Account No. - N° de compte | Institution No<br>N° de l'institution |
|                           | <input type="checkbox"/> Change<br>Changement |                                   |                            |                                       |

|                                      |   |                                   |                            |                                       |
|--------------------------------------|---|-----------------------------------|----------------------------|---------------------------------------|
| Supplementary<br>Supplémentaire<br>2 | <input type="checkbox"/> New<br>Nouveau       | Branch No.<br>N° de la succursale | Account No. - N° de compte | Institution No<br>N° de l'institution |
|                                      | <input type="checkbox"/> Change<br>Changement |                                   |                            |                                       |

☐ Check this box to have the supplementary payments deposited in the same bank account as your regular pay.  
Cochez ici pour demander le dépôt direct des paiements supplémentaires dans le même compte bancaire que votre paye régulière.

### ☐ **RCMP Pay** **Paye de la GRC**

|  |  |  |                                  |
|--|--|--|----------------------------------|
| Letter prefix of<br>collator code<br>Préfixe alphabétique du<br>code d'interclassement | CST or NCO -<br>No entry<br>Gend. ou s - off -<br>aucune inscription | S/Cst / G.S. - "S"<br>C/M / M.C. - "C"<br>Officer / Officier - "O" | Regimental No. - N° de matricule |
|--|--|--|----------------------------------|

|                           |   |                                  |                            |                                       |
|---------------------------|---|----------------------------------|----------------------------|---------------------------------------|
| Regular<br>Régulière<br>3 | <input type="checkbox"/> New<br>Nouveau       | Branch No<br>N° de la succursale | Account No. - N° de compte | Institution No<br>N° de l'institution |
|                           | <input type="checkbox"/> Change<br>Changement |                                  |                            |                                       |

## AUTHORIZATION - AUTORISATION

I, as the person entitled to receive the payment(s) indicated above, authorize the Receiver General for Canada to deposit the payment(s) directly into my accounts until further notice.

En tant que prestataire du (des) paiement(s) indiqué(s) ci-dessus, j'autorise le receveur général du Canada à déposer ce (ces) paiement(s) directement dans mon (mes) compte(s), jusqu'à nouvel ordre.

Processed under the provisions of the Access to Information Act / Page 43 of 268  
Révisé en vertu de la Loi sur l'accès à l'information

Signature of Applicant - Signature du (de la) requérant(e)

Date Y-A M D-J



---

# ID HOUSE OF COMMONS (HILL PASS) FORM

|       |                            |   |
|-------|----------------------------|---|
| WHO   | this form is addressed to  | Employees requiring access to the House of Commons  |
| WHEN  | to complete the form       | First week  |
| WHAT  | to do prior to the form    | Confirmation of Security clearance  |
| HOW   | special instructions       | Complete form and return to Security Office   |
| WHERE | to send the completed form | Security Services / Services de sécurité (INFC)<br><a href="mailto:infc.securityservices-servicesdesecurite.infc@canada.ca">infc.securityservices-servicesdesecurite.infc@canada.ca</a> |

|      |           |  |
|------|-----------|--|
| Help | MinoAdmin | <a href="mailto:infc.minoadmin.infc@canada.ca">infc.minoadmin.infc@canada.ca</a> |
|------|-----------|--|



APPLICATION for ID  
for the HOUSE OF CC

**Page 46  
is withheld  
pursuant to paragraph  
16(2)  
of the *Access to Information Act***

**\*\*\*\***

**La page 46  
Font l'objet d'une exception totale  
conformément aux dispositions de paragraphe  
16(2)  
de la *loi sur l'accès à l'information***

---

# HRG TRAVEL PROFILE FORM

|      |                           |  |
|------|---------------------------|--|
| WHO  | this form is addressed to | All staff members (including the Minister) who will be travelling or who will approve travel   |
| WHEN | to complete the form      | Before travelling (recommended during the first week)  |
| WHAT | to do prior to the form   | Completing the <a href="#">Direct Deposit form</a>   |
| HOW  | special instructions      | Form is to be completed online at <a href="https://isuite6.hrgworldwide.com/gcportal/en-ca/sts.aspx">https://isuite6.hrgworldwide.com/gcportal/en-ca/sts.aspx</a><br>Detailed instructions on completing the form are provided |

|      |                                       |  |
|------|---------------------------------------|--|
| Help | Finance Infrastructure (INFC) mailbox | <a href="mailto:infrastructure.infc@canada.ca">infrastructure.infc@canada.ca</a> |
|------|---------------------------------------|--|

# TRAVEL CARD FORM

|      |                                       |  |
|------|---------------------------------------|--|
| WHO  | this form is addressed to             | All staff members (including the Minister) who will be travelling  |
| WHEN | to complete the form                  | Before travelling (recommended during the first week)  |
| WHAT | to do prior to the form               | Creating a <a href="#">travel profile with HRG</a>   |
| HOW  | special instructions                  | <p>The form is filled out and submitted directly from the HRG travel system<br/> <a href="https://isuite6.hrgworldwide.com/gcportal/en-ca/sts.aspx">https://isuite6.hrgworldwide.com/gcportal/en-ca/sts.aspx</a>)</p> <p>Detailed instructions on completing the form are provided</p> |
| Help | Finance Infrastructure (INFC) mailbox | <a href="mailto:infrastructure.infc@canada.ca">infrastructure.infc@canada.ca</a>   |

# ACQUISITION CARD FORM

|       |                            |   |
|-------|----------------------------|---|
| WHO   | this form is addressed to  | The staff member who will be responsible for ordering and paying for low-value purchases (such as office supplies and business cards) |
| WHEN  | to complete the form       | As appropriate (recommended during the first week)  |
| WHAT  | to do prior to the form    | Complete the <a href="#">financial delegation training</a> online course (G110/G510) from the Canada School of Public Service         |
| HOW   | special instructions       | Complete Section A, and have the form signed by the cardholder and their Responsibility Centre Manager                                |
| WHERE | to send the completed form | Finance Infrastructure (INFC) mailbox<br><a href="mailto:infrastructure.infc@canada.ca">infrastructure.infc@canada.ca</a>             |

|      |                                       |  |
|------|---------------------------------------|--|
| Help | Finance Infrastructure (INFC) mailbox | <a href="mailto:infrastructure.infc@canada.ca">infrastructure.infc@canada.ca</a> |
|------|---------------------------------------|--|



BMO Acquisition  
Card Request Form.doc



# BMO MasterCard Acquisition Card Employee Account Request Form



## SECTION A – ORGANIZATION & EMPLOYEE INFORMATION (MANDATORY) COMPLETE THIS SECTION TO SET-UP EMPLOYEE CARD ACCOUNT INFORMATION

Department Name (the Customer)

Infrastructure Canada

Card Type (Check One)

- ☐ Acquisition Card PST exempt  
☒ Acquisition Card Non-PST exempt  
☐ Special Card  
☐ Cardless Account (Ghost Card)

## EMPLOYEE INFORMATION – ONE FORM PER EMPLOYEE (PLEASE PRINT)

Given Name, Initial, Surname (MAXIMUM 21 characters incl. spaces)

| | | | | | | | | | | | | | | | | | | | | |

Account Limit: \$10,000

Language:

( x ) English ( ) French

Statement Mailing Address (must be corporate address)

☐ Paper Statement Not Required

c/o \_\_\_\_\_ 180 Kent Street, Suite 1100 \_\_\_\_\_

City \_\_\_\_\_ Ottawa \_\_\_\_\_ Province \_\_\_\_\_ Ontario \_\_\_\_\_ Postal Code \_\_\_\_\_ K1P 0B6 \_\_\_\_\_

Department Name/Cost Centre Number \_\_\_\_\_

Name of Next Higher Reporting Level \_\_\_\_\_

Security Password For Card Activation (Maximum 20 characters) \_\_\_\_\_

## SECTION B - EMPLOYEE ACCOUNT AUTHORIZATION CONTROLS (OPTIONAL)

COMPLETE ONLY IF EMPLOYEE ACCOUNT AUTHORIZATION CONTROLS DIFFER FROM ORGANIZATION AUTHORIZATION CONTROLS

Merchant Category Code Blocking (set to \$0 to block use)

Merchant Category

Per transaction limit

Airlines \$ \_\_\_\_\_

Car Rental \$ \_\_\_\_\_

Hotel \$ \_\_\_\_\_

Restaurants \$ \_\_\_\_\_

Fuel \$ \_\_\_\_\_

Maintenance \$ \_\_\_\_\_

\_\_\_\_\_ \$ \_\_\_\_\_

All other merchants \$ \_\_\_\_\_

Daily Transaction Limits

Daily max. number of retail sales \_\_\_\_\_

Daily max. dollar value of retail sales \$ \_\_\_\_\_ 10,000 \_\_\_\_\_

## COUNTRY CODE BLOCKING

Country Name Allow Use Prohibit Use

Canada . ☐

U.S. ☐ ☐

\_\_\_\_\_ ☐ ☐

Country Name Allow Use Prohibit Use

\_\_\_\_\_ ☐ ☐

\_\_\_\_\_ ☐ ☐

All other countries ☐ ☐

Responsibility Centre Manager (RCM) Signature Date

Cardholder Signature Date

Regional Coordinator's Signature Date



---

# INSURANCE FOR EXECUTIVE VEHICLE FORM

|       |                            |  |
|-------|----------------------------|--|
| WHO   | this form is addressed to  | Anyone who may be required to drive the executive vehicle, including the Minister and his/her family, if applicable                                    |
| WHEN  | to complete the form       | Before driving the executive vehicle (recommended during the first week)   |
| HOW   | special instructions       | Note that the top portion of the form will be filled out by Corporate Services upon submission to Public Service and Procurement Canada for processing |
| WHERE | to send the completed form | <a href="mailto:infccommodations@canada.ca">infccommodations@canada.ca</a>   |

|      |                                 |  |
|------|---------------------------------|--|
| Help | Accommodations Services mailbox | <a href="mailto:infccommodations@canada.ca">infccommodations@canada.ca</a> |
|------|---------------------------------|--|



Assurance véhicule  
exécutif -insurance ex



**Corporate Executive Vehicles – Insurance Information**  
**Véhicules à l'usage de la Haute Direction**  
**Renseignements aux fins d'assurance**

|  |  |  |   |
|--|--|--|---|
| <input type="checkbox"/> Initial Application<br>Première demande | <input type="checkbox"/> Change in Vehicle<br>Changement de véhicule | <input type="checkbox"/> Change in Driver(s)<br>Changement de chauffeur(s) | * Replacement Motor vehicle insurance<br>card not required<br>Carte d'assurance non requise pour le<br>véhicule de remplacement |
|--|--|--|---|

|   |   |                                |
|---|---|--------------------------------|
| Department – Ministère<br>Infrastructure Canada | Requisition Number – Numéro de la demande | Date (yyyy-mm-dd ) (aaa-mm-jj) |
|---|---|--------------------------------|

**For Insurance Invoicing Purposes (MANDATORY) – Pour facturation des assurances (OBLIGATOIRE)**

|  |  |
|--|--|
| Department. No. - No. du Ministère                               | Consignee Id. No. – Code d'identification. du destinataire |
| IS Organization Code – Code d'organisation du destinataire du RI | IS Reference Code – Code de référence du RI                |

**Vehicle Details – Détails sur le véhicule**

|   |   |   |                          |
|---|---|---|--------------------------|
| <input type="checkbox"/> Lease<br>Véhicule Loué | <input type="checkbox"/> Own<br>Propre véhicule | Address Inquiries to – Pour information | Phone no.- no. téléphone |
| Make and Model – Marque et Modèle               | Serial Number – Numéro de série                 | Model Year – Année du modèle            |                          |
| License Number – Numéro d'immatriculation       | Province of Issue – Province d'émission         | Capital Cost – Coût en capital          |                          |

**Minister or Deputy Minister of the Crown – Ministre ou Sous-ministre de la couronne**

|  |   |
|--|---|
| Name and Departmental Address – Nom et adresse du Ministère<br>Infrastructure Canada<br>180 Kent Street<br>Suite 1100<br>Ottawa, Ontario K1P 0B6 | Minister/Secretary of State/Deputy Minister's Name<br>Nom du Ministre/Secrétaire d'État/Sous-Ministre |
|--|---|

**Driver(s) of vehicle – Chauffeur(s) du véhicule**

|   |   |
|---|---|
| Name – Nom  | Name – Nom  |
| Driver License Number – Numéro de permis conduire | Driver License Number – Numéro de permis conduire |
| Date of Birth – Date de naissance                 | % Use of Vehicle<br>% d'utilisation du véhicule   |
| Name – Nom  | Name – Nom  |
| Driver License Number – Numéro de permis conduire | Driver License Number – Numéro de permis conduire |
| Date of Birth – Date de naissance                 | % Use of Vehicle<br>% d'utilisation du véhicule   |

Please provide names of above drivers who are:

Veuillez indiquer le nom des chauffeurs ci-dessus qui sont :

|  |
|--|
| In Poor Health – Affligés d'une mauvaise santé   |
| Colour Blind – Daltoniens  |
| Physically Disabled – Frappés d'incapacité physique  |
| On Medication (Please Provide Details) – Sous traitement (veuillez fournir des précisions) |

|  |
|--|
| Involved in a Vehicle Accident – Impliqués dans un accident d'automobile   |
| Convicted of any Motor Vehicle Offence (Please Provide Details, Approximate Dates)<br>Reconnus coupables d'une infraction quelconque au code de la route (Veuillez fournir des précisions, des dates approximatives) |



---

# SIGNATURE ARM CARTRIDGE (AUTOPEN) FORM

|       |                            |   |
|-------|----------------------------|---|
| WHO   | this form is addressed to  | The Minister and the Parliamentary Secretary, if applicable   |
| WHEN  | to complete the form       | As appropriate (recommended during the first month)   |
| HOW   | special instructions       | Note that section 2 must be filled out and the reference signature must be provided inside the signature box. All other sections will be completed by Corporate Services. |
| WHERE | to send the completed form | <a href="mailto:infc.accommodationsservices-servicesdeslocaux.infc@canada.ca">infc.accommodationsservices-servicesdeslocaux.infc@canada.ca</a>                            |

|      |                                 |  |
|------|---------------------------------|--|
| Help | Accommodations Services mailbox | <a href="mailto:infc.accommodationsservices-servicesdeslocaux.infc@canada.ca">infc.accommodationsservices-servicesdeslocaux.infc@canada.ca</a> |
|------|---------------------------------|--|



A GW ORDER  
FORM.PDF

## Ghostwriter® Signature Conversion Order & Authorization Form

Please complete each section of this form. Providing the information below prevents delays in your order.  
Recommend electronic files (.tif, or pdf) be 300 dpi or greater and include length and height measurements.

### 1. Contact & Ordering Information

Company Name: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Phone: \_\_\_\_\_

Fax: \_\_\_\_\_ E-mail: \_\_\_\_\_

Shipping Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Billing Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

### 2. Signature Authorization

Please check one of the following and sign. If the signature or phrase is on a separate page, please copy a,b, or c to the signed page and sign.

- a) \_\_\_\_\_ The signature or phrase is mine;  
b) \_\_\_\_\_ I am the authorized representative of the owner of the signature and have been authorized to obtain the requested signature file;  
c) \_\_\_\_\_ I have been authorized to obtain the signature file or have the permission to do so from the estate or heirs of the owner of the signature;

Authorized Signature \_\_\_\_\_

|   |   |  |
|---|---|--|
| <b>3. Signature Conversion</b><br>Select product schedule<br><input type="checkbox"/> Standard 5 Business Day \$150.00<br><input type="checkbox"/> 1 Business Day Expedite \$199.00<br><input type="checkbox"/> Same Day Expedite \$250.00<br><b>Phrases</b><br><input type="checkbox"/> W/signature \$10 per word<br><input type="checkbox"/> Phrase Only (w/o signature)<br>1st 3 words \$150.00+ \$10 per word | <b>4. Shipping</b><br>UPS Shipping Charges are prepaid and added to invoice. Call for Quote.<br><input type="checkbox"/> Ground (1-6 days)<br><input type="checkbox"/> 2 Day <input type="checkbox"/> Overnight<br><input type="checkbox"/> On Customer Account | <b>5. Payment Information</b><br>Payment: <input type="checkbox"/> Invoice <input type="checkbox"/> Credit Card<br>Credit Card #: _____<br>Exp. Date: _____ Security Code: _____<br>Cardholder _____<br><small>All Prices are in US Funds. Prices Subject to Change Without Notice</small> |
|---|---|--|

In the box below, provide the sample to be converted. Changes that deviate from the original may result in additional charges.  
Grayed box represents an average signature block.

Please print name for sample below: \_\_\_\_\_

Model: ☐ GW  
☐ GW MAX  
☐ Other

Machine Serial # \_\_\_\_\_

#### Instructions

- ☐ Smart Card  
☐ E-mail for USB

#### Signature Changes

- ☐ As Is  
☐ On a Straight Line  
☐ Inverted  
 (signs upside down)  
☐ Vertical Bottom-Start  
 (signs from bottom up)  
☐ Vertical Top-Start  
 (signs from top down)

Processed under the provisions of the Access to Information Act / Page 54 of 263  
Révisé en vertu de la Loi sur l'accès à l'information

\_\_\_\_ Height  
 \_\_\_\_ Length

# SECRET SECURITY CLEARANCE FORMS

|       |                            |   |
|-------|----------------------------|---|
| WHO   | this form is addressed to  | All employees, students, departmental staff, contractors, persons assigned or seconded.   |
| WHEN  | to complete the form       | Before arrival  |
| WHAT  | to do prior to the form    | Gather information on previous addresses, employers and family including In-laws  |
| HOW   | special instructions       | Complete form and return to Security Office or email to Personnel Security / Sécurité du personnel (INFC)<br><a href="mailto:infc.personnelsecurity-securedupersonnel.infc@canada.ca">infc.personnelsecurity-securedupersonnel.infc@canada.ca</a> |
| WHERE | to send the completed form | Personnel Security / Sécurité du personnel (INFC)<br><a href="mailto:infc.personnelsecurity-securedupersonnel.infc@canada.ca">infc.personnelsecurity-securedupersonnel.infc@canada.ca</a>   |

|      |           |  |
|------|-----------|--|
| Help | MinoAdmin | <a href="mailto:infc.minoadmin.infc@canada.ca">infc.minoadmin.infc@canada.ca</a> |
|------|-----------|--|



330-23-nf-eng.pdf



330-60-nf-eng.pdf



**PERSONNEL SCREENING,  
CONSENT AND AUTHORIZATION FORM**

OFFICE USE ONLY

Reference number

Department/Organization number

File number

NOTE: For *Privacy Act* Statement refer to Section C of this form and for completion instructions refer to attached instructions.  
Please typewrite or print in block letters.

**A ADMINISTRATIVE INFORMATION (To be completed by the Authorized Departmental/Agency/Organizational Official)**

☐ New ☐ Update ☐ Upgrade ☐ Transfer ☐ Supplemental ☐ Re-activation

The requested level of reliability/security check(s)

☐ Reliability Status ☐ Level I (CONFIDENTIAL) ☐ Level II (SECRET) ☐ Level III (TOP SECRET)

☐ Other \_\_\_\_\_

**PARTICULARS OF APPOINTMENT/ASSIGNMENT/CONTRACT**

☐ Indeterminate ☐ Term ☐ Contract ☐ Industry ☐ Other (specify secondment, assignment, etc.) \_\_\_\_\_

Justification for security screening requirement

|   |  |                                     |                         |
|---|--|-------------------------------------|-------------------------|
| Position/Competition/Contract number                              | Title  | Group/Level<br>(Rank if applicable) |                         |
| Employee ID number/PRI/Rank and Service number<br>(if applicable) | If term or contract, indicate<br>duration period ▶ | From                                | To                      |
| Name and address of department / organization / agency            | Name of official                                   | Telephone number<br>( )             | Facsimile number<br>( ) |

**B BIOGRAPHICAL INFORMATION (To be completed by the applicant)**

|                                      |   |                        |                      |  |
|--------------------------------------|---|------------------------|----------------------|--|
| Surname (Last name)                  | Full given names (no initials) underline or circle usual name used      |                        | Family name at birth |  |
| All other names used (i.e. Nickname) | Sex<br><input type="checkbox"/> Male<br><input type="checkbox"/> Female | Date of birth<br>Y M D | Country of birth     | Date of entry into Canada if born<br>outside Canada<br>Y M D |

|   |                                 |                |
|---|---------------------------------|----------------|
| RESIDENCE (provide addresses for the last five years, starting with the most current)<br>Home address | Daytime telephone number<br>( ) | E-mail address |
|---|---------------------------------|----------------|

|   |                  |                   |             |                                 |                         |               |
|---|------------------|-------------------|-------------|---------------------------------|-------------------------|---------------|
| 1 | Apartment number | Street number     | Street name | Civic number<br>(if applicable) | From<br>Y M             | To<br>present |
|   | City             | Province or state | Postal code | Country                         | Telephone number<br>( ) |               |

|   |                  |                   |             |                                 |                         |           |
|---|------------------|-------------------|-------------|---------------------------------|-------------------------|-----------|
| 2 | Apartment number | Street number     | Street name | Civic number<br>(if applicable) | From<br>Y M             | To<br>Y M |
|   | City             | Province or state | Postal code | Country                         | Telephone number<br>( ) |           |

|  |  |   |   |
|--|--|---|---|
| Have you previously completed a<br>Government of Canada security screening form? | <input type="checkbox"/> Yes <input type="checkbox"/> No | If yes, give name of employer, level and year of screening. | Y |
|--|--|---|---|

**CRIMINAL CONVICTIONS IN AND OUTSIDE OF CANADA (see instructions)**

|   |  |  |
|---|--|--|
| Have you ever been convicted of a criminal offence for which you have not<br>been granted a pardon? | <input type="checkbox"/> Yes <input type="checkbox"/> No | If yes, give details. (charge(s), name of police force, city, province/state,<br>country and date of conviction) |
|---|--|--|

|           |                      |      |
|-----------|----------------------|------|
| Charge(s) | Name of police force | City |
|-----------|----------------------|------|

Processed under the provisions of the Access to Information Act / Page 56 of 263

Revisé en vertu de la Loi sur l'accès à l'information

Date of conviction ▶ Y M D

**PERSONNEL SCREENING,  
CONSENT AND AUTHORIZATION FORM**

|                              |                        |
|------------------------------|------------------------|
| Surname and full given names | Date of birth<br>Y M D |
|------------------------------|------------------------|

**C CONSENT AND VERIFICATION (To be completed by the applicant and authorized Departmental/Agency/Organizational Official)**

| Checks Required (See Instructions)  | Applicant's initials | Name of official (print) | Official's initials | Official's Telephone number |
|---|----------------------|--------------------------|---------------------|-----------------------------|
| 1. <input type="checkbox"/> Date of birth, address, education, professional qualifications, employment history, personal character references |                      |                          |                     | ( )                         |
| 2. <input type="checkbox"/> Criminal record check   |                      |                          |                     | ( )                         |
| 3. <input type="checkbox"/> Credit check (financial assessment, including credit records check)   |                      |                          |                     | ( )                         |
| 4. <input type="checkbox"/> Loyalty (security assessment only)  |                      |                          |                     |                             |
| 5. <input type="checkbox"/> Other (specify, see instructions)   |                      |                          |                     | ( )                         |

**The Privacy Act Statement**

The information on this form is required for the purpose of providing a security screening assessment. It is collected under the authority of subsection 7(1) of the *Financial Administration Act* and the Government Security Policy (GSP) of the Government of Canada, and is protected by the provisions of the *Privacy Act* in institutions that are covered by the *Privacy Act*. Its collection is mandatory. A refusal to provide information will lead to a review of whether the person is eligible to hold the position or perform the contract that is associated with this Personnel Screening Request. Depending on the level of security screening required, the information collected by the government institution may be disclosed to the Royal Canadian Mounted Police (RCMP) and the Canadian Security Intelligence Service (CSIS), which conduct the requisite checks and/or investigation in accordance with the GSP and to entities outside the federal government (e.g. credit bureaus). It is used to support decisions on individuals working or applying to work through appointment, assignment or contract, transfers or promotions. It may also be used in the context of updating, or reviewing for cause, the reliability status, security clearance or site access, all of which may lead to a re-assessment of the applicable type of security screening. Information collected by the government institution, and information gathered from the requisite checks and/or investigation, may be used to support decisions, which may lead to discipline and/or termination of employment or contractual agreements. The personal information collected is described in Standard PIB PSU 917 (Personnel Security Screening) which is used by all government agencies, except the Department of National Defence PIB DND/PPE 834 (Personnel Security Investigation File), RCMP PIB CMP PPU 065 (Security/Reliability Screening Records), CSIS PIB SIS PPE 815 (Employee Security), and PWGSC PIB PWGSC PPU 015 (Personnel Clearance and Reliability Records) used for Canadian Industry Personnel. Personal information related to security assessments is also described in the CSIS PIB SIS PPU 005 (Security Assessments/Advice).

I, the undersigned, do consent to the disclosure of the preceding information including my photograph for its subsequent verification and/or use in an investigation for the purpose of providing a security screening assessment. By consenting to the above, I acknowledge that the verification and/or use in an investigation of the preceding information may also occur when the reliability status, security clearance or site access are updated or otherwise reviewed for cause under the Government Security Policy. My consent will remain valid until I no longer require a reliability status, a security clearance or a site access clearance, my employment or contract is terminated, or until I otherwise revoke my consent, in writing, to the authorized security official.

Signature

Date (Y/M/D)

**D REVIEW (To be completed by the authorized Departmental/Agency/Organizational Official responsible for ensuring the completion of sections A, B and C)**

|                |                  |
|----------------|------------------|
| Name and title | Telephone number |
| Address        | Facsimile number |

**E APPROVAL (To be completed by authorized Departmental/Agency/Organizational Security Official only)**

I, the undersigned, as the authorized security official, do hereby approve the following level of screening.

|  |                                       |                                    |  |
|--|---------------------------------------|------------------------------------|--|
| Reliability Status                                   |                                       |                                    |  |
| <input type="checkbox"/> Approved Reliability Status | <input type="checkbox"/> Not approved |                                    |  |
| Name and title                                       |                                       |                                    |  |
| Signature  | Date (Y/M/D)                          |                                    |  |
| Security Clearance (if applicable)                   |                                       |                                    |  |
| <input type="checkbox"/> Level I                     | <input type="checkbox"/> Level II     | <input type="checkbox"/> Level III | <input type="checkbox"/> Not recommended |
| Name and title                                       |                                       |                                    |  |
| Signature  | Date (Y/M/D)                          |                                    |  |

**PHOTO**  
(for Level III T.S.,  
and/or upon request  
- see instructions)





## INSTRUCTIONS FOR PERSONNEL SCREENING CONSENT AND AUTHORIZATION FORM TBS/SCT 330-23E (Rev. 2002/02)

Once completed, this form shall be safeguarded and handled at the level of Protected A.

### General:

If space allotted in any portion is insufficient please use separate sheet using same format.

### 1. Section A (Administrative Information) Authorized Departmental/Agency/Organizational Official

The Official, based on instructions issued by the Departmental Security Officer, may be responsible for determining, based on five year background history, what constitutes sufficient verification of personal data, educational and professional qualifications, and employment history. References are to be limited to those provided on the application for employment or equivalent forms.

### SUPPLEMENTAL INFORMATION REQUIREMENTS

Persons who presently hold a SECURITY CLEARANCE and subsequently marry, remarry or commence a common-law partnership, in addition to having to update sections of the *Security Clearance Form (TBS/SCT 330-60)*, are required to submit an original *Personnel Screening, Consent and Authorization Form*, with the following parts completed:

Part A - As set forth in each question

Part B - As set forth in each question, excluding CRIMINAL CONVICTIONS IN AND OUTSIDE OF CANADA.

Part C - Applicant's signature and date only are required

"Other". This should be used to identify if the security screening is for Site Access, NATO, SIGINT etc.

### 2. Section B (Biographical Information)

To be completed by the **applicant**. If more space is required use a separate sheet of paper. Each sheet must be signed.

**Country of Birth - For "NEW" requests, if born abroad of Canadian parents, please provide a copy of your Certificate of Registration of Birth Abroad. If you arrived in Canada less than five years ago, provide a copy of the Immigration Visa, Record of Landing document or a copy of passport.**

- List only criminal convictions for which a pardon has NOT been granted. Include on a separate attached sheet of paper, if more than one conviction. Applicant must include those convictions outside Canada.

- Offences under the *National Defence Act* are to be included as well as convictions by courts-martial are to be recorded.

### 3. Section C (Consent and Verification)

A copy of Section "C" may be released to institutions to provide acknowledgement of consent.

Criminal record checks (fingerprints may be required) and credit checks are to be arranged through the Departmental Security Office or the delegated Officer.

Consent: may be given only by an applicant who has reached the age of majority, otherwise, the signature of a parent or guardian is mandatory.

The age of majority is:

19 years in Nfld., N.S., N.B., B.C., Yukon, Northwest Territories and Nunavut; 18 years in P.E.I., Que., Ont., Man., Sask. and Alta.

The applicant will provide initials in the "applicant's initials box".

The official who carried out the verification of the information will print their name, insert their initials and telephone number in the required space.

- Reliability Screening (for all types of screening identified within Section A): complete numbers 1 and 2 and 3 if applicable.

- Security Clearance (for all types of screening identified within Section A): complete numbers 1 to 4 and 5 where applicable.

- Other: number 5 is used only where prior Treasury Board of Canada Secretariat approval has been obtained.

### 4. Section D (Review)

To be completed by authorized Departmental/Agency/Organizational Official who is responsible for ensuring the completion of sections A to C as requested.

### 5. Section E (Approval)

**Authorized Departmental/Agency/Organizational Security Official** refers to the individuals as determined by departments, agencies, and organizations that may verify reliability information and/or approve/not approve reliability status and/or security clearances. Approved Reliability Status and Level I, II and III, as well as the signature of the authorized security official or manager are added for Government of Canada use only. Applicants are to be briefed, acknowledge, and be provided with a copy of the "Security Screening Certificate and Briefing Form (TBS/SCT 330-47)".

**Note:** Private sector organizations do not have the authority to approve any level of security screening.

**Photographs:** Departments/Agencies/Organizations are responsible for ensuring that three colour photographs of passport size are attached to the form for the investigating agency. Maximum dimensions are 50mm x 70mm and minimum are 43mm x 54mm. The face length from chin to crown of head must be between 25mm x 35mm. The photographs must be signed by the applicant and an authorized security official. The photographs must have been taken within the last six months. It is required for new or upgrade Level III security clearances for identification of the applicant during the security screening investigation by the investigating agency. The investigating agency may in specific incidents request a photograph for a Level I or II clearances when an investigation is required.



**The Privacy Act Statement**

The information on this form is required for the purpose of providing a security assessment. It is collected under the authority of subsection 7(1) of the *Financial Administration Act* and the Government Security Policy (GSP) of the Government of Canada and is protected by the provisions of the *Privacy Act* in institutions that are covered by the *Privacy Act*. Its collection is mandatory. A refusal to provide information will lead to a review of whether the person is eligible to hold the position or perform the contract that is associated with this Personnel Screening Request. The information collected by the government institution may be disclosed to the Royal Canadian Mounted Police (RCMP) and the Canadian Security Intelligence Service (CSIS), which conduct the requisite checks and/or investigation in accordance with the GSP and to entities outside the federal government (e.g. credit bureaus). It is used to support decisions on individuals working or applying to work through appointment, assignment or contract, transfers or promotions. It may also be used in the context of updating, or reviewing for cause, the reliability status, security clearance or site access, all of which may lead to a re-assessment of the applicable type of security screening. Information collected by the government institution, and information gathered from the requisite checks and/or investigation, may be used to support decisions, which may lead to discipline and/or termination of employment or contractual agreements. The personal information collected is described in Standard PIB PSU 917 (Personnel Security Screening) which is used by all government agencies, except the Department of National Defence PIB DND/PPE 834 (Personnel Security Investigation File), RCMP PIB CMP PPU 065 (Security/Reliability Screening Records), CSIS PIB SIS PPE 815 (Employee Security), and PWGSC PIB PWGSC PPU 015 (Personnel Clearance and Reliability Records) used for Canadian Industry Personnel. Personal information related to security assessments is also described in the CSIS PIB SIS PPU 005 (Security Assessments/Advice).

Please typewrite or print in block letters.

**NOTE:** Level I and II must complete sections A to J inclusive and P.  
Level III must complete all sections.

A

ADMINISTRATIVE INFORMATION (To be completed by Department/Agency/Organization)

☐ New

☐ Upgrade

☐ Supplemental

☐ Update

☐ Transfer

☐ Re-activation

Level

☐ I (CONFIDENTIAL)

☐ II (SECRET)

☐ III (TOP SECRET)

☐ other

Department/Agency/Organization

Employee ID number/PR/IRank and Service number (if applicable)

Organization number

B

BIOGRAPHICAL INFORMATION (To be completed by the applicant)

1. Surname (Last name)

2. Full given names (no initials) underline or circle usual name used

3. Family name at birth

4. All other names used (i.e. Nickname)

5. Sex

☐ Male☐ Female

6. Date of birth

YMMDD

7. Place of birth (city)Province/StateCountry

8. Name change (other than marriage)FromTo

9. Place of change (city, province or state, and country)10. Method (authority)

C

SECURITY SCREENING

1. Have you previously completed a Government of Canada security screening form?

☐ Yes☐ No

If yes, give name of department/agency/organization, and the year and level of clearance.

Y

D

MARITAL STATUS/COMMON-LAW PARTNERSHIP

Current status

☐ Married☐ Common-Law Partnership☐ Separated☐ Widowed☐ Divorced☐ Single

1

A) CURRENT SPOUSE/COMMON-LAW PARTNER: Surname, given names

B) Maiden Name (if applicable)

C) Present citizenship of current spouse/common-law partner

D) Date of marriage/common-law partnership

YMD

E) City, province or state, and country of marriage/common-law partnership

F) City, province or state, and country of birth

G) Date of birth

YMD

H) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country)

I) If separated, widowed or divorced, specify date

YMD

J) Name and address of employer (job title)

2

A) PREVIOUS SPOUSE/COMMON-LAW PARTNER: Surname, given names (cover only the past five years)

B) Present citizenship of former spouse/common-law partner

C) Date of marriage/common-law partnership

YMD

D) City, province or state, and country of marriage/common-law partnership

E) Date of divorce/separation/deceased

YMD

F) City, province or state, and country of divorce

G) Country of Birth (if known)

H) Date of birth

YMD

E

IMMEDIATE RELATIVES (including those living outside Canada) (see instructions)

NOTE: Do not use initials

1

A) Full name (surname and all given names, including maiden name)

B) Relationship

C) City, province or state, and country of birth

D) Date of birth

YMD

E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country)

F) Date of death (if applicable)

YMD

G) Name and address of employer

H) Job title

TBS/SCT 330-60E (Rev. 2006/02)

- 1 -

Canada

|                              |  |  |  |  |  |  |  |  |  |               |  |  |  |  |  |  |  |  |  |                            |  |  |  |  |  |  |  |  |  |
|------------------------------|--|--|--|--|--|--|--|--|--|---------------|--|--|--|--|--|--|--|--|--|----------------------------|--|--|--|--|--|--|--|--|--|
| Surname and full given names |  |  |  |  |  |  |  |  |  | Date of birth |  |  |  |  |  |  |  |  |  | PROTECTED (When completed) |  |  |  |  |  |  |  |  |  |
|                              |  |  |  |  |  |  |  |  |  |               |  |  |  |  |  |  |  |  |  | Y M D                      |  |  |  |  |  |  |  |  |  |
|                              |  |  |  |  |  |  |  |  |  |               |  |  |  |  |  |  |  |  |  |                            |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |                                  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|----------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|
| <b>E IMMEDIATE RELATIVES (continued)</b> |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |                                  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>NOTE: Do not use initials</b>         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |                                  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2  | A) Full name (surname and all given names, including maiden name)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | B) Relationship                  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | C) City, province or state, and country of birth   |  |  |  |  |  |  |  |  |  |  |  |  |  |  | D) Date of birth                 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country) |  |  |  |  |  |  |  |  |  |  |  |  |  |  | F) Date of death (if applicable) |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | G) Name and address of employer  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | H) Job title                     |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3  | A) Full name (surname and all given names, including maiden name)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | B) Relationship                  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | C) City, province or state, and country of birth   |  |  |  |  |  |  |  |  |  |  |  |  |  |  | D) Date of birth                 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country) |  |  |  |  |  |  |  |  |  |  |  |  |  |  | F) Date of death (if applicable) |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | G) Name and address of employer  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | H) Job title                     |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4  | A) Full name (surname and all given names, including maiden name)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | B) Relationship                  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | C) City, province or state, and country of birth   |  |  |  |  |  |  |  |  |  |  |  |  |  |  | D) Date of birth                 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country) |  |  |  |  |  |  |  |  |  |  |  |  |  |  | F) Date of death (if applicable) |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | G) Name and address of employer  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | H) Job title                     |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5  | A) Full name (surname and all given names, including maiden name)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | B) Relationship                  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | C) City, province or state, and country of birth   |  |  |  |  |  |  |  |  |  |  |  |  |  |  | D) Date of birth                 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country) |  |  |  |  |  |  |  |  |  |  |  |  |  |  | F) Date of death (if applicable) |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | G) Name and address of employer  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | H) Job title                     |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6  | A) Full name (surname and all given names, including maiden name)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | B) Relationship                  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | C) City, province or state, and country of birth   |  |  |  |  |  |  |  |  |  |  |  |  |  |  | D) Date of birth                 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country) |  |  |  |  |  |  |  |  |  |  |  |  |  |  | F) Date of death (if applicable) |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | G) Name and address of employer  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | H) Job title                     |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7  | A) Full name (surname and all given names, including maiden name)  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | B) Relationship                  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | C) City, province or state, and country of birth   |  |  |  |  |  |  |  |  |  |  |  |  |  |  | D) Date of birth                 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country) |  |  |  |  |  |  |  |  |  |  |  |  |  |  | F) Date of death (if applicable) |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | G) Name and address of employer  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | H) Job title                     |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |                      |  |  |  |  |   |  |  |  |  |                    |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|----------------------|--|--|--|--|---|--|--|--|--|--------------------|--|--|--|--|--|--|--|--|--|
| <b>F CRIMINAL CONVICTIONS IN AND OUTSIDE OF CANADA (see instructions)</b>                        |  |  |  |  |  |  |  |  |  |                      |  |  |  |  |   |  |  |  |  |                    |  |  |  |  |  |  |  |  |  |
| Have you ever been convicted of a criminal offence for which you have not been granted a pardon? |  |  |  |  |  |  |  |  |  |                      |  |  |  |  | If yes, give details. (charge(s), name of police force, city, province/state, country and date of conviction) |  |  |  |  |                    |  |  |  |  |  |  |  |  |  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No   |  |  |  |  |  |  |  |  |  |                      |  |  |  |  |   |  |  |  |  |                    |  |  |  |  |  |  |  |  |  |
| Charge(s)  |  |  |  |  |  |  |  |  |  | Name of police force |  |  |  |  |   |  |  |  |  | City               |  |  |  |  |  |  |  |  |  |
| Province/State   |  |  |  |  |  |  |  |  |  | Country              |  |  |  |  |   |  |  |  |  | Date of conviction |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |                      |  |  |  |  |   |  |  |  |  | Y M D              |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| <b>G FOR COMPLETION BY PERSONS BORN OUTSIDE CANADA OR BORN IN CANADA HOLDING DUAL CITIZENSHIP (see instructions)</b>           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Date of entry into Canada   |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 2. Present citizenship   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3. If you are a naturalized Canadian, give the certificate number and date of issue  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 4. If you are not naturalized, have you applied for Canadian citizenship? Please provide copy of Immigrant Visa or Record of Landing documentation |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Certificate No. _____  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Date of application  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5. Do you maintain citizenship of a country other than Canada? If yes, please provide the name of the country and explain why. |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 6. Have you used a passport other than a Canadian one? If yes, explain why.  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No   |  |  |  |  |  |  |  |  |  |  |  |  |  |  | <input type="checkbox"/> Yes <input type="checkbox"/> No   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Process under the provisions of the Access to Information Act / Révisé en vertu de la Loi sur l'accès à l'information          |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Explain: _____   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |



PROTECTED (When completed)

|                              |               |   |   |   |
|------------------------------|---------------|---|---|---|
| Surname and full given names | Date of birth | Y | M | D |
|------------------------------|---------------|---|---|---|

|   |  |
|---|--|
| J FOREIGN EMPLOYMENT  |  |
| 1. Are you now or have you <b>ever</b> been employed by or acted as a consultant for a foreign government, firm, or agency? | If yes, give details (country, organization, nature of work and dates) Include military (cadets), law enforcement and security intelligence employment |
| <input type="checkbox"/> Yes <input type="checkbox"/> No  |  |

SECTIONS "K" TO "O" MUST ALSO BE COMPLETED FOR LEVEL III ONLY

|  |         |      |   |    |   |
|--|---------|------|---|----|---|
| K TRAVEL   |         |      |   |    |   |
| List countries visited within the last five years for personal travel and/or non-Government business, other than Canada, the USA and Mexico. |         |      |   |    |   |
| Country  | Purpose | From |   | To |   |
|  |         | Y    | M | Y  | M |
|  |         |      |   |    |   |
|  |         |      |   |    |   |
|  |         |      |   |    |   |
|  |         |      |   |    |   |
|  |         |      |   |    |   |

|  |   |
|--|---|
| L FOREIGN ASSETS   |   |
| Do you have any business, financial or personal assets outside Canada? | If yes, list the relevant countries (exclude stocks and mutual funds purchased in Canada) |
| <input type="checkbox"/> Yes <input type="checkbox"/> No               |   |

|  |                                     |              |                                       |
|--|-------------------------------------|--------------|---------------------------------------|
| M CHARACTER REFERENCES IN CANADA (see instructions)                                  |                                     |              |                                       |
| List three character references (non-family members) and one neighbourhood reference |                                     |              |                                       |
| 1  | Name in full (no initials)          | Relationship | Period known                          |
|  | Complete home address               |              | Telephone Number<br>(      )          |
|  | Complete title and business address |              | Business Telephone Number<br>(      ) |
| 2  | Name in full (no initials)          | Relationship | Period known                          |
|  | Complete home address               |              | Telephone Number<br>(      )          |
|  | Complete title and business address |              | Business Telephone Number<br>(      ) |
| 3  | Name in full (no initials)          | Relationship | Period known                          |
|  | Complete home address               |              | Telephone Number<br>(      )          |
|  | Complete title and business address |              | Business Telephone Number<br>(      ) |
| Neighbourhood reference (see instructions)   |                                     |              |                                       |
| Name in full (no initials)   |                                     |              | Telephone Number<br>(      )          |
| Complete home address  |                                     |              | Business Telephone Number<br>(      ) |

|   |                                 |                            |  |
|---|---------------------------------|----------------------------|--|
| N EDUCATION   |                                 |                            |  |
| 1. Name of the last school or university you attended full time | 2. Student ID number (if known) | 3. Location of institution | 4. Period of attendance                  |
|   |                                 |                            | From      Y      M      To      Y      M |
| 5. Field of study (Diploma or degree obtained)                  |                                 |                            |  |

|   |                         |  |
|---|-------------------------|--|
| O MILITARY SERVICE  |                         |  |
| Military service in the Canadian Armed Forces: Regular, Reserves and Sea, Army and Air Cadets (from the period since your 16th birthday). |                         |  |
| 1. Name and last location   | 2. Rank and Service no. | 3. Period of service                     |
|   |                         | From      Y      M      To      Y      M |

|  |                 |                     |                         |
|--|-----------------|---------------------|-------------------------|
| P CERTIFICATION  |                 |                     |                         |
| I hereby certify that the information set out by me in this document is true and correct to the best of my knowledge and belief. |                 |                     |                         |
| 1. Signature   | 2. Date         | 3. Telephone (Home) | 3. Telephone (Business) |
| Processed under the provisions of the Access to Information Act / Révisé en vertu de la Loi sur l'accès à l'information          | Y      M      D | (      )            | (      )                |



## INSTRUCTIONS FOR COMPLETION OF SECURITY CLEARANCE FORM TBS/SCT 330-60E (Rev. 2006-02)

### **General:**

- Once completed this form shall be safeguarded and handled at the level of PROTECTED A.
- If clarification of information is required, a Canadian Government Official may contact the applicant to obtain additional information in order to complete the security screening investigation and an interview of the applicant may be requested.
- This form is to be completed using an automated system or if not available using a typewriter or printing in block letter format in black ink.
- Please read and follow these instructions carefully.
- The original signed copy must be submitted.
- It is important that a copy of the completed questionnaire be retained by the applicant for future reference.
- Incomplete or illegible forms will NOT be considered.
- All names are to be in full (no initials) (Maternal and Paternal or other names used).
- Addresses are to include, where applicable civic or township name and the lot and concession numbers.
- If information is not known or is unavailable please indicate this on the form and on a separate sheet of paper explain the cause of circumstance.
- All dates are to be entered in order of YEAR, MONTH, and DAY as applicable.
- If space allotted in any portion is insufficient please use separate sheet using same format.

### **Detailed Instructions:**

#### **SECTION A**

- To be completed by the department, agency or organization.
- "Other" This should be used to identify if the security screening is for Site Access, NATO, SIGINT etc.

#### **SECTION B** (Remainder of the form is to be completed by the applicant)

- Complete as requested.

#### **SECTION C**

- Complete as requested.

#### **SECTION D**

"common-law partner" - in relation to an applicant, means a person who is cohabiting with the individual in a conjugal relationship, having so cohabited for a period of at least one year. This includes persons of the same sex.

- 1. includes current spouse and common-law partner as applicable.
- If any person is deceased, date of death and last address while living are to be shown.
- 2. includes previous spouse and common-law partner as applicable during the last five years.
- If a person is deceased, date of death is to be shown in 2e.
- All other questions to be answered as set forth.

#### **SECTION E**

- Questions 1 to 8 - experience has shown that incomplete answers to these questions are the most common cause of delay. Please follow the instructions carefully.
- For all security clearance requests all Immediate Relative(s) information must be provided.
- Immediate family includes the following:
  - All children 18 years and over that you or your spouse or common-law partner have a parental relationship.
  - Your father, mother, brothers, sisters. Include "half" or "step" relatives in this category.
  - Your current spouse's or common-law partner's father and mother. Include "half" or "step" relatives in this category.

If any person is deceased, date of death and last address while living are to be shown.

#### **SECTION F**

- List only criminal convictions for which a pardon has NOT been granted. Include on a separate attached sheet of paper, if more than one conviction. Applicant must include those convictions outside Canada.
- Offences under the *National Defence Act* are to be included as well as convictions by courts-martial are to be recorded.

#### **SECTION G**

- If a naturalized Canadian, it is important to show the certificate number, date of issue. Attach a photocopy of the certificate.
- If born abroad of Canadian parents, please provide a copy of your Certificate of Registration of Birth Abroad.
- If not a Canadian Citizen indicate if application has been made for Citizenship. In this case, passport or identity card number and particulars should be recorded in box "6". Please provide copy of Immigrant Visa or Record of Landing documentation.
- Questions 5 and 6 - Attach a separate sheet of paper if more space is required. Each sheet must be signed.

#### **SECTION H**

- As set forth, ensuring current address is recorded first.
- The Postal code is mandatory for the current address, and if known, for previous addresses.
- For rural area, include civic number or lot, concession and township number.

## SECTION I

- Record your present employment first.
- Please note that it may be necessary to contact your present employer.
- Time at school and periods of unemployment are also to be shown; (as well as, secondments, educational leave, and courses of over six months' duration; include supervisor or colleague's name).
- Job-site address is the address where your work is performed and may be different from your employer's address.

NOTE: If you are self-employed or a consultant, or have been self-employed or a consultant, provide the following:

- a) Name of employer - give your business name; if not applicable, give your name;
- b) No change;
- c) Job-site address - give your permanent business address; if not applicable, give your residence address;
- d) No change;
- e) No change;
- f) Supervisor's name - give a name of a person who can verify your employment;
- g) No change.

## SECTION J

- Is related to determining past employment of security concern. A security official may ask for further details.

## SECTION K

- Travel record is for less than six months, if more than this period it is to be recorded as residence in part "H".
- One day visits to countries, such as cruise stopover, do not have to be recorded.
- A security official may ask for details of travel.
- An employee or contractor on Canadian Government business is not required to record details of travel in this section.

## SECTION L

- A security official may ask for details in terms of the type of assets and estimated value.

## SECTION M

- Character references must be colleagues, peers, and friends who have known you well for over three years and should be able to cover your non-work environment and activities.
- Character references are NOT to include relatives and MUST be residing in Canada.
- Faster processing is facilitated if references listed are in your geographic area.
- Neighbourhood reference is an individual who has known you for over six months preferably at your current address. If not, the individual has been a neighbour during the past five years.

## SECTION N

- Complete as requested.

## SECTION O

- Question to be answered if not covered in employment section. List last or current unit and dates of total service in the Canadian Armed Forces.
- If more space is required use a separate sheet of paper. Each sheet must be signed.

## SECTION P

- Complete as requested.

## SUPPLEMENTAL INFORMATION REQUIREMENTS

Persons who have previously completed a SECURITY CLEARANCE and subsequently marry, remarry or commence a common-law partnership are required to submit an original Security Clearance Form with the following parts completed:

### For all Security Clearances

- Part A - As set forth in each question
- Part B - As set forth in each question
- Part C - As set forth in each question
- Part D - As set forth in each question
- Part E - Provide details on parents of new spouse/common-law partner and any children (over the age of 18 years) of the new spouse/common-law partner
- Part P - To be signed by person submitting the form

**Note:** In addition to the above, in those cases where an individual marries or commences a common-law partnership with a Non-Canadian National or Landed Immigrant who has not yet arrived in Canada, the following information is required:

- Parts A-D As set forth in each question
- Part E - Parents of new spouse/common-law partner, brothers, sisters (include "half and "step" relatives) and any children (over the age of 18 years) of the new spouse/common-law partner
- Part H - For new spouse/common-law partnership
- Part I - For new spouse/common-law partnership
- Part P - To be signed by person submitting the form

## CYCLICAL UPDATE REQUIREMENTS

- Levels I+II (10 year update). Complete all portions of the form as per instructions above.
- Level III (5 year update cycle)

With the exceptions of Parts H and I, where the information required is that which covers the period of time since the last submission of a questionnaire, **ALL OTHER** parts of the questionnaire must be completed **IN FULL**.

---

# VIDEOCONFERENCING INFORMATION



Videoconferencing  
information.pdf



# How to Create a Video Conferencing (VC) Virtual Meeting Room (VMR) Account

## Request Virtual Meeting Room (VMR) Account

Are you expecting to host a VC meeting in the future? If yes:

**VERY IMPORTANT** – You need to request a SSC VMR account before you can schedule your first Video Conference (VC) meeting.

- From a computer, open a web browser and follow this link:  
<http://service.ssc-spc.gc.ca/en/services/videoconferencing/users/form-request-vmr-account>
- You will need to provide your name, email address, phone number and address. Within 2-3 business days you will receive an email with your:
  - VMR Number
  - GUEST PIN
  - and
  - HOST PIN

## When hosting your next VC meeting

Include in the Outlook Meeting Invitation:

- the available boardroom (as an attendee)
- your VMR:
  - *Internal to Government: e.g. [76138187566](tel:76138187566)*
  - *External to Government (with @video.gc.ca): e.g. [76138187566@video.gc.ca](mailto:76138187566@video.gc.ca)*
- if any participants joining via telephone (audio only) include the telephone number for them to use:
  - 613-729-5408 (local to NCR) or 1-855-470-7641 (toll-free)
  - Once dialed, the conference code (is the number provided before the @ symbol of the VMR address, e.g. 76138187566 followed by #).

**NOTE:** The process is the same as the teleconference service; the meeting participants will dial-in via their own VC equipment. It will be like having your own virtual personal bridge. No need to contact anyone to reserve your VC meeting in advance.

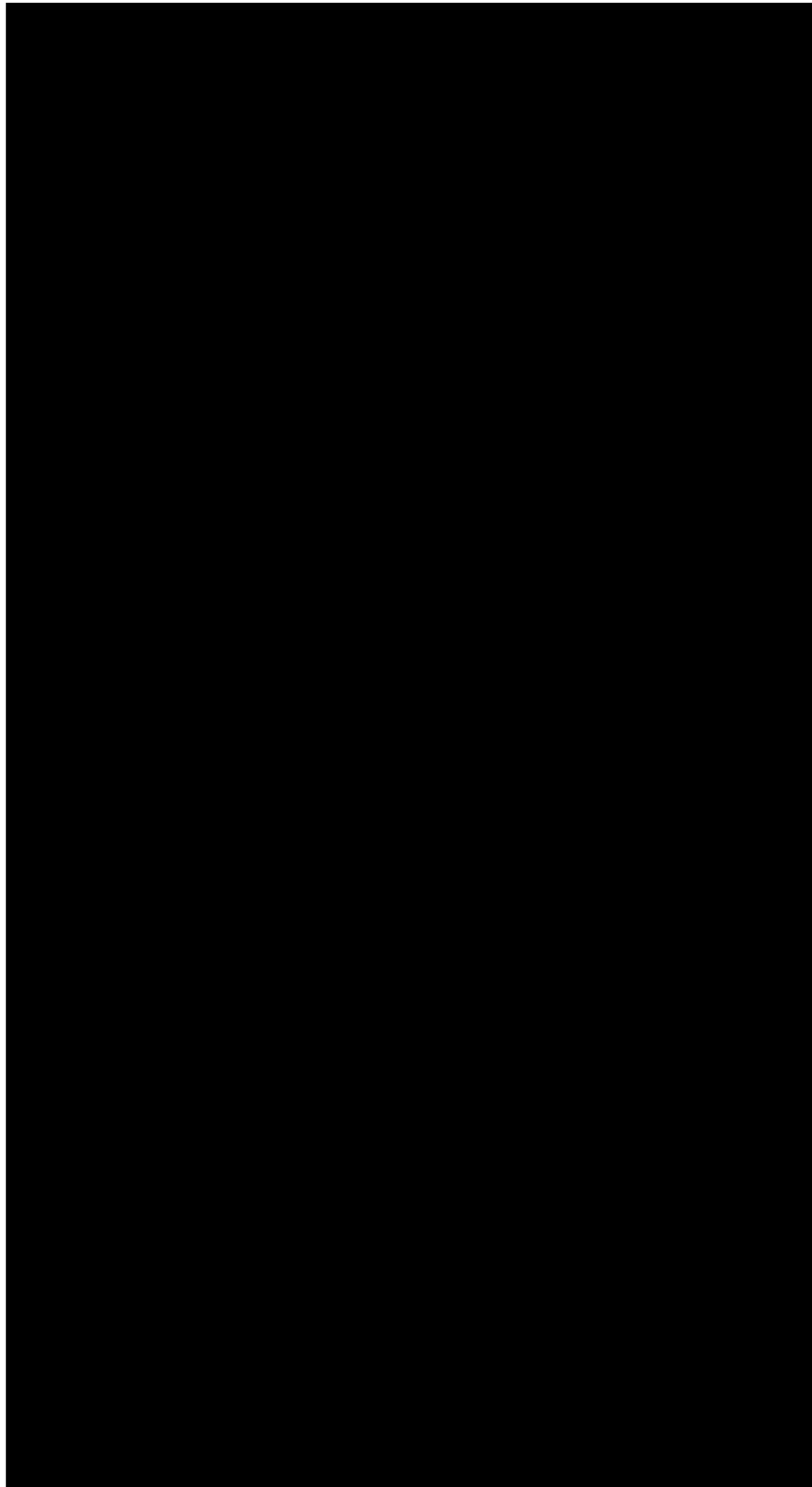
For more info visit the following site:

INFRAnet > Office Tools > IMIT Guides and Tips > Boardrooms > Video Conferencing Boardroom  
[http://infranet.ad.infrastructure.gc.ca/imit/Help/Computer/boardroom2\\_e.shtml](http://infranet.ad.infrastructure.gc.ca/imit/Help/Computer/boardroom2_e.shtml)



---

## FLOOR PLAN FOR INFC





Infrastructure  
Canada

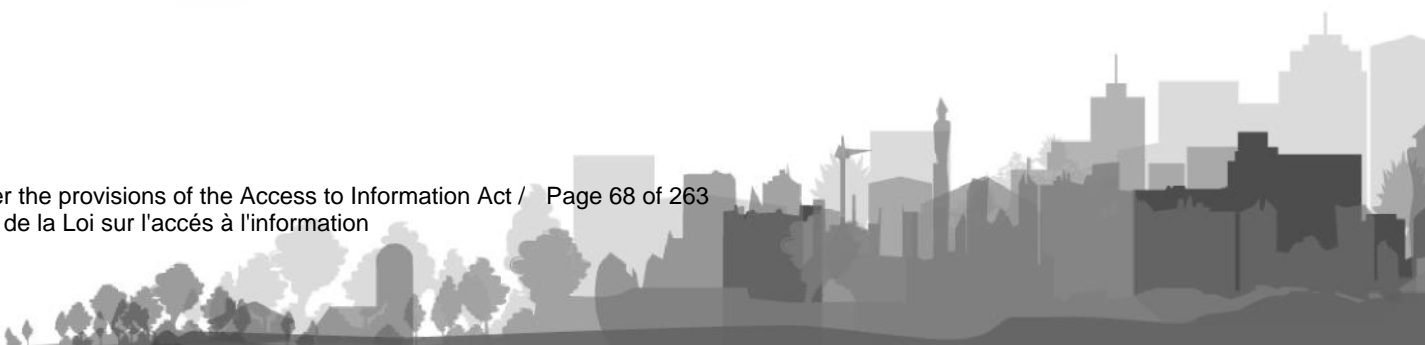
Canada

MINISTER OF RURAL  
ECONOMIC DEVELOPMENT



# OVERVIEW OF RURAL ECONOMIC DEVELOPMENT

## 2019



---

# WELCOME TO INFRASTRUCTURE CANADA

The Honourable [INSERT – Full Name], P.C., M.P.

[Minister of Rural Economic Development]

The House of Commons

Ottawa, Ontario K1A 0A6

Dear Minister,

Please accept my congratulations on your appointment as [Minister of Rural Economic Development]. On behalf of the Infrastructure Canada team, I would like to welcome you to the Department. We are here to provide you with evidence-based, non-partisan advice, and support you in delivering your important mandate.

Rural and small communities are an important contributor to the national economy, generating nearly 30 percent of Canada's Gross Domestic Product. Small town and rural Canada also represent a major component of Canada's population, and are where almost 20 percent of Canadians live and work.

There currently exists a wide array of programs and policies to support rural Canada, delivered across a significant number of federal departments and agencies, including the Regional Development Agencies located across Canada. Provinces, territories, municipalities, academia, the private sector and Indigenous organizations are also actively engaged in rural economic development.

[As Minister of Rural Economic Development], you will have a real opportunity to better the lives of rural Canadians. You will hear directly from Canadians living and working in rural Canada, and gain an even stronger appreciation for their challenges, concerns, and areas of opportunity. Your voice at the Cabinet table will also be an important element in ensuring that rural perspectives are considered in federal decision-making.

---

The Centre for Rural Economic Development, and the Infrastructure Canada team as a whole, are poised and ready to work with you over the course of your mandate to implement your vision and priorities. I look forward to embarking on this exciting journey together.

Sincerely,

Kelly Gillis  
Deputy Minister  
Infrastructure Canada



Deputy Minister of  
Infrastructure and Communities

Sous-ministre de  
l'Infrastructure et des Collectivités

Ottawa, Canada  
K1P 0B6

Minister of Rural Economic Development  
The House of Commons  
Ottawa, Ontario K1A 0A6

Dear Minister,

Please accept my congratulations on your appointment as Minister of Rural Economic Development. On behalf of the Infrastructure Canada team, I would like to welcome you to the department. We are here to provide you with evidence-based, non-partisan advice, and support you in delivering your important mandate.

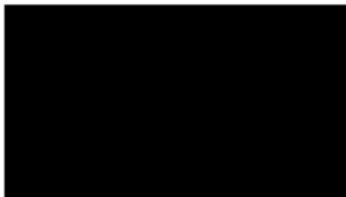
Rural and small communities are an important contributor to the national economy, generating nearly 30 percent of Canada's Gross Domestic Product. Small town and rural Canada also represent a major component of Canada's population, and are where almost 20 percent of Canadians live.

There currently exists a wide array of programs and policies to support rural Canada, delivered across a significant number of federal departments and agencies, including the Regional Development Agencies located across Canada. Provinces, territories, municipalities, academia, the private sector and Indigenous organizations are also actively engaged in rural economic development.

As Minister of Rural Economic Development, you will have a real opportunity to better the lives of rural Canadians. You will hear directly from Canadians living and working in rural Canada, and gain an even stronger appreciation for their challenges, concerns, and areas of opportunity. Your voice at the Cabinet table will also be an important element in ensuring that rural perspectives are considered in federal decision-making.

The Centre for Rural Economic Development, and the Infrastructure Canada team as a whole, are poised and ready to work with you over the course of your mandate to implement your vision and priorities. I look forward to embarking on this exciting journey together.

Sincerely,



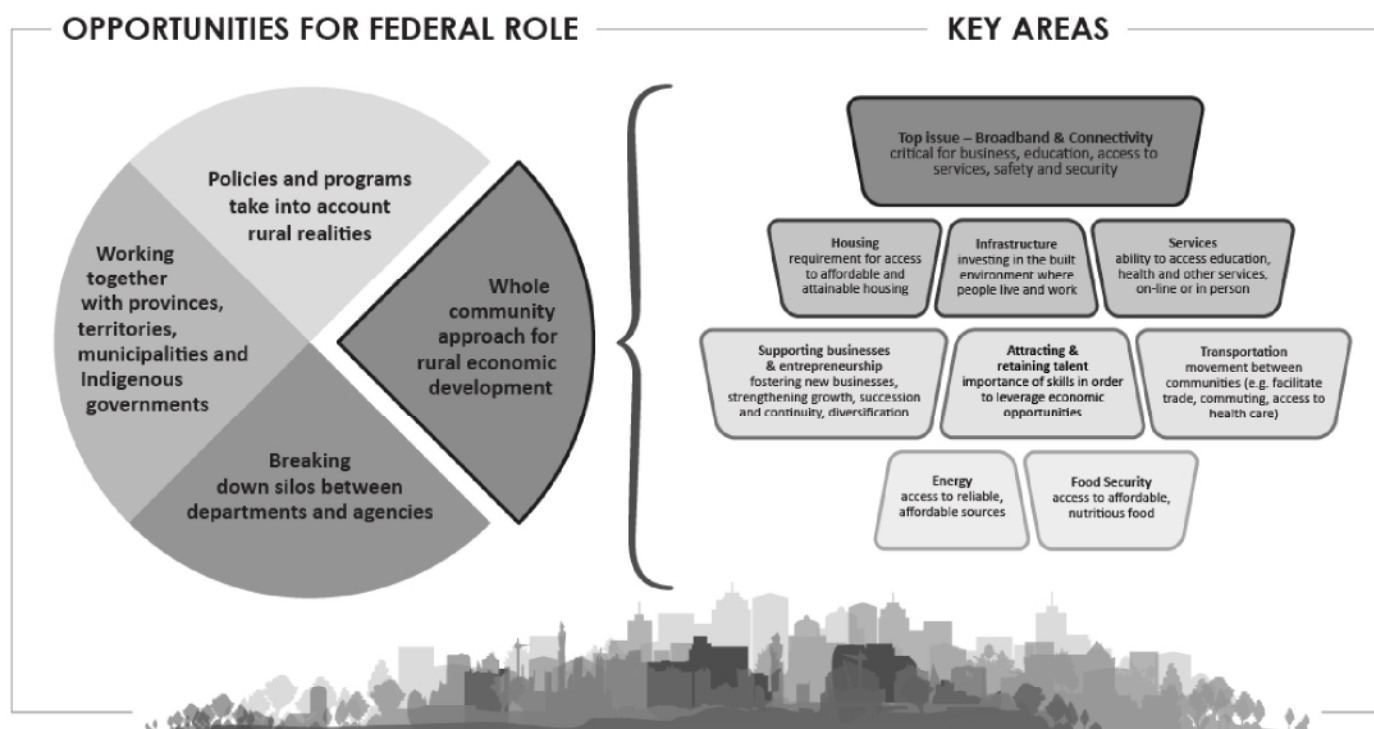
Kelly Gillis  
Deputy Minister  
Infrastructure Canada

| <b>MINISTER OF RURAL ECONOMIC DEVELOPMENT</b><br><i>Supported by the Centre for Rural Economic Development (housed in Infrastructure Canada)</i> |   |   |  |  |   |   |
|--|---|---|--|--|---|---|
| <b>OBJECTIVES</b>  | <b>LEADS A WHOLE-OF-GOVERNMENT APPROACH</b> <ul style="list-style-type: none"> <li>• Ensure “rural lens” in federal policymaking</li> <li>• Engage Provinces &amp; Territories to leverage support at all levels</li> <li>• Ensure rural communities can access federal support (i.e. capacity building)</li> <li>• Support evidence-based decision-making at all levels (e.g. provide data, research)</li> <li>• Set benchmarks for success in rural Canada</li> </ul> |   |  |  |   |   |
|  | <b>RURAL COMMUNITIES</b><br><i>Includes: Rural, Remote (Northern), Coastal, Indigenous</i>  |   |  |  |   |   |
| <b>RURAL CHALLENGES AND PRIORITIES</b>   | <b>High-Speed Connectivity</b><br>Only 37% of rural households have high speed Internet (50/10Mbps), compared to 97% of urban households. <sup>1</sup>  | <b>Skills Development</b><br>Rural Canada faces skills shortages (e.g. digital economy); unemployment rate is higher than national average. | <b>Resilient Infrastructure</b><br>Rural municipalities own 25% of all public infrastructure (up to 49% in some asset classes), but face planning and maintenance challenges. <sup>2</sup> | <b>Attracting Newcomers</b><br>Ageing populations; Outmigration of youth; difficult to attract new Canadians | <b>Transportation Systems</b><br>Need for inter-community transport; trade infrastructure (e.g. energy, markets access) | <b>Affordable Housing</b><br>Rural Canadians face housing pressures – 24% cannot find adequate quality rentals; restricts attraction of newcomers, seasonal workers. <sup>3</sup> |
|  | <b>REGIONAL DEVELOPMENT AGENCIES (RDAs)</b><br>ACOA, CED-Q, CanNor, FedDev, FedNor, WED<br>(Regional Growth Strategies)   |   |  |  |   |   |
| <b>KEY FEDERAL DELIVERY PARTNERS</b><br>(WITH PROGRAMS RELATED TO RURAL PRIORITIES)  | ISED, INFC, CRTC, CIB<br>Universal Broadband Fund (UBF)*; Rural & Northern Stream*; CRTC Broadband Fund; Canada Infrastructure Bank (CIB)   | ESDC<br>Canada Training Benefit; Apprenticeship Strategy  | INFC<br>Investing in Canada Infrastructure Program (ICIP) – includes Rural & Northern Stream*  | IRCC<br>Rural Immigration Pilot  | Transport Canada<br>National Trade Corridors Initiative   | CMHC<br>National Housing Strategy   |
|  | <b>Targeted Support for Key Rural Sectors</b> <ul style="list-style-type: none"> <li>• AAFC (agriculture)</li> <li>• NRCan (forestry, mining, oil and gas, energy)</li> <li>• DFO (fisheries, aquaculture)</li> </ul>   |   |  |  |   |   |
| <b>OTHER DELIVERY PARTNERS</b>   | <b>PROVINCIAL AND TERRITORIAL GOVERNMENTS</b><br>(Programs: rural, broadband, business development, capacity building)  |   |  |  |   |   |
|  | Federation of Canadian Municipalities (FCM), Municipal Associations, Academia/research organizations, Indigenous Groups, NGOs   |   |  |  |   |   |

\*Programs under the authority of the Minister of Rural Economic Development

<sup>1</sup>Canadian Radio-television and Telecommunications Commission, Communications Monitoring Report 2018 and 2019; <sup>2</sup>Statistics Canada, Canada's Core Infrastructure Survey, 2016; <sup>3</sup>Statistics Canada, Core housing need – 2016 Census

## RURAL CANADA'S HIGHLIGHTS FOR FOSTERING ECONOMIC DEVELOPMENT — WHAT WE HEARD



---

## KEY FACTS ABOUT RURAL CANADA

### OVERVIEW

- Rural Canada is diverse in terms of its demographics, geography, proximity to larger urban centres and economic opportunity.
- Approximately 20 percent of Canadians live in small communities (populations of 1,000 – 29,999) and other rural or remote areas.
- Nearly 30 percent of Canada's Gross Domestic Product (GDP) is generated by those living and working in the small communities and rural areas outside of Canada's medium and large urban centres.

### DEMOGRAPHICS

- Canadians in rural areas are slightly older than the Canadian population as a whole – except in Nunavut, which has a young and growing population.
- GDP per capita is approximately 9 percent higher in rural areas compared to larger urban areas.
- Rural communities tend to report a higher life satisfaction score and sense of community belonging than urban areas.
- Rural communities are more likely to have a significant Indigenous population, and fewer immigrants settling in rural communities compared to urban areas.
- Rural Canadians are half as likely as urban Canadians to have a university degree, and are more likely to be in a trade.

### KEY ISSUES

- Internet connectivity: In 2018, only 37 percent of rural households have access to high-speed Internet (50/10Mbps) compared to 97 percent in urban areas. Recent broadband investments are improving this variance with a goal of providing all Canadians with access to high speed internet by 2026.
- Labour shortages: Rural Canada lacks a sufficient pool of workers across a broad range of skill sets and sectors.
- Inter-community mobility: Limited transit options between rural communities force continued reliance on personal vehicles (and create barriers for those without).
- Capacity: 60 percent of communities (the majority of which are rural) have fewer than five municipal staff to carry out a wide range of tasks across often large geographic areas.

### KEY STRATEGIES & APPROACHES

- Rural economic development is a shared endeavour across multiple levels of government – federal, provincial/territorial, and municipal – as well as with Indigenous partners and non-profit and private sector stakeholders. Continued cooperation across government departments and sectors will be essential.
- A coordinated, 'whole-of-government' approach is needed to ensure that rural Canada's needs and perspectives are incorporated into federal programs and policies.



- 
- In support of this, the recently established Centre for Rural Economic Development provides important outreach and coordination, working with the six federal Regional Development Agencies and multiple other federal departments and agencies to support:
    - Investments in local and regional infrastructure to support growth and sustainability;
    - Broadband connectivity programs to meet the unique internet needs of rural and remote communities;
    - Skills training, especially among youth, Indigenous and senior populations;
    - Immigration initiatives that work with communities and employers to welcome newcomers, address labour shortages and enhance economic vitality;
    - Tourism initiatives to harness the economic potential of Canada's growing rural tourism sector, where 56 percent of Canada's tourism jobs currently exist; and
    - Investments and initiatives to improve access to affordable housing.



# OVERVIEW OF RURAL CANADA 2019



---

# TABLE OF CONTENTS

TAB

|   |   |
|---|---|
| Welcome to Infrastructure Canada .....                  | 1 |
| Overview of Rural Economic Development (Placemat) ..... | 2 |
| What we Heard: Key Issues/Themes (Placemat) .....       | 3 |
| Key facts about Rural Canada .....                      | 4 |
| Overview of Rural Canada (Deck) .....                   | 5 |
| Broadband Overview .....                                | 6 |

# OVERVIEW OF RURAL CANADA

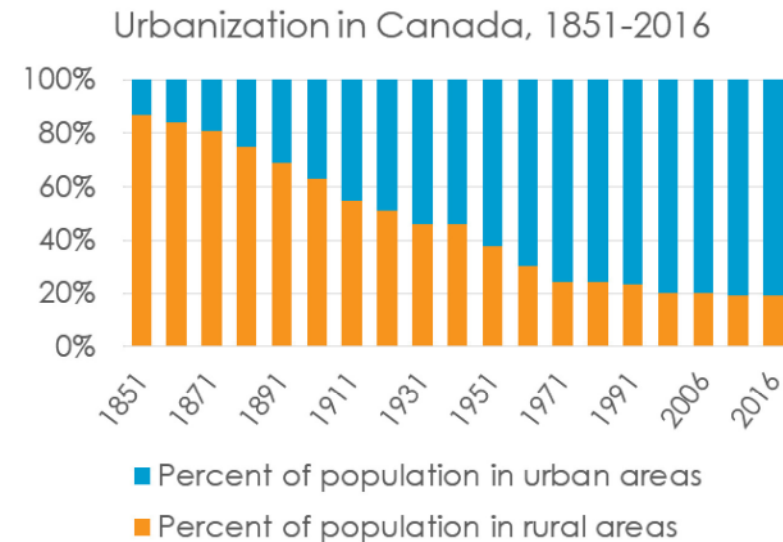
## KEY FACTS ABOUT CANADA'S RURAL COMMUNITIES:

- About 20% of Canadians (1 in 5) **live in small communities (1,000 to 30k population) or other rural areas**
- **GDP growth** remains strongest in urban areas, but rural areas still produce almost 30% of GDP
- Rural economy is more **goods-based**
- There is a **skills shortage in rural** Canada
- **Home ownership** is stronger in rural areas
- High **speed internet is mostly limited** to densely populated areas
- Rural municipalities own **25% of all public infrastructure stock** (up to 49% in some asset classes), but face asset planning and maintenance challenges



# Demographics: there has been a population shift from rural to urban areas

- Canada's urban population has increased over time, surpassing the rural population since the 1930s.
- In 2016, **less than one-fifth** of Canadians lived in rural areas.
- Some regions are more rural than others:
  - Around **half of Atlantic Canada** is rural.
  - The rural share of **British Columbia, Ontario** and **Alberta** is lower than the national average.



Source: Statistics Canada. Census of Population 2016

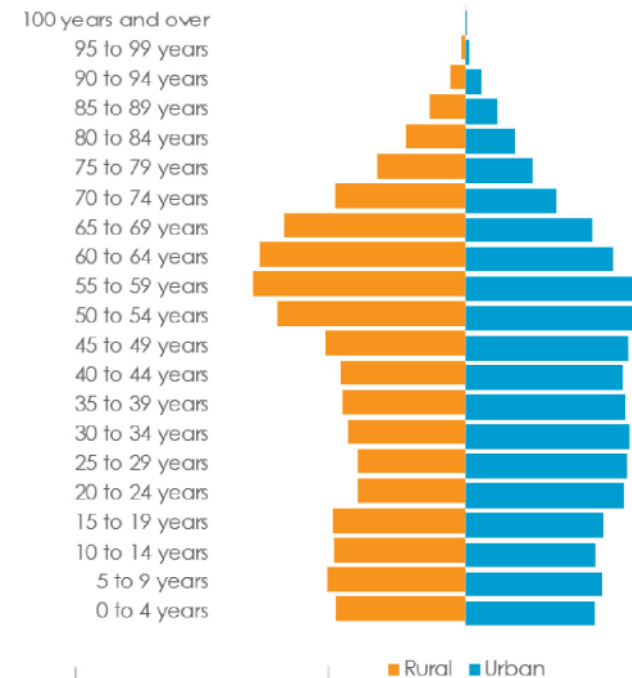


# Demographics: there are key demographic differences between rural and urban areas

- The average rural age is **43**, compared to 40 for urban areas and 41 nationally.
- Just over **one in twenty** rural residents is an immigrant, compared to **one in four** urban residents.
- The share of **Indigenous** residents is higher in rural areas.
  - There is variation among nations: over **half** of the **Cree** and **Ojibwe** nations are rural, compared to around **one-third** of **Mi'kmaq**, **Algonquin** and **Mohawk** nations.

Source: Statistics Canada. Census of Population 2016

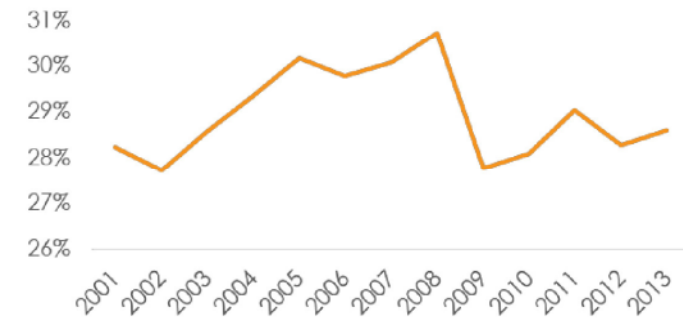
Population Pyramid (Rural and Urban Canada), 2016



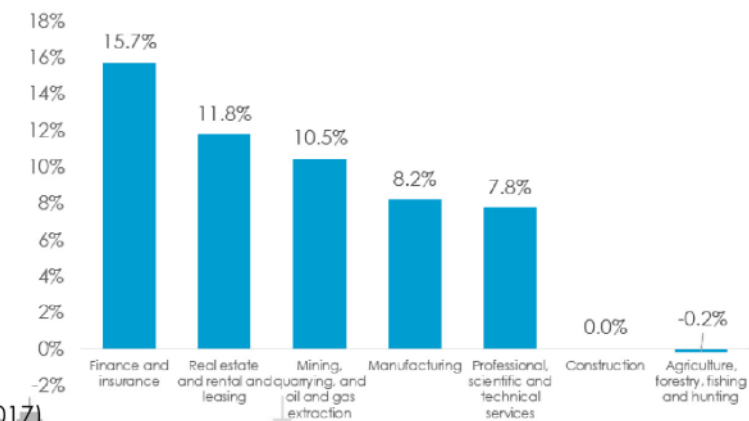
# Economy: GDP per capita is higher in rural areas

- Historically, rural areas have accounted for about **27-30%** of national gross domestic product (GDP).
- In 2013, GDP per capita was **\$49,360** in big cities (CMAs). It was 9% higher at **\$53,861** in rural areas (non-CMAs).
- GDP has grown the fastest in industries that tend to be centered in urban areas, while it has been virtually unchanged in primary industries and construction.
  - Since 2013, Canada's total output has grown by **8.2%** -- with faster growth in the services sector (**9.0%**) than the goods sector (**6.1%**).

Share of National GDP in non-CMAs<sup>1</sup>

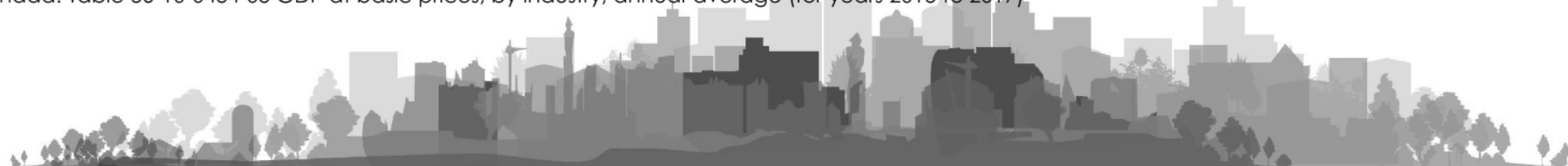


GDP Growth by Select Industry<sup>2</sup>  
(chained 2012 dollars), 2013 to 2017



<sup>1</sup> Statistics Canada. Table 36-10-0423-01 (for years 2001 to 2009); Table 36-10-0468-01 (for years 2010 to 2013)

<sup>2</sup> Statistics Canada. Table 36-10-0434-03 GDP at basic prices, by industry, annual average (for years 2013 to 2017)

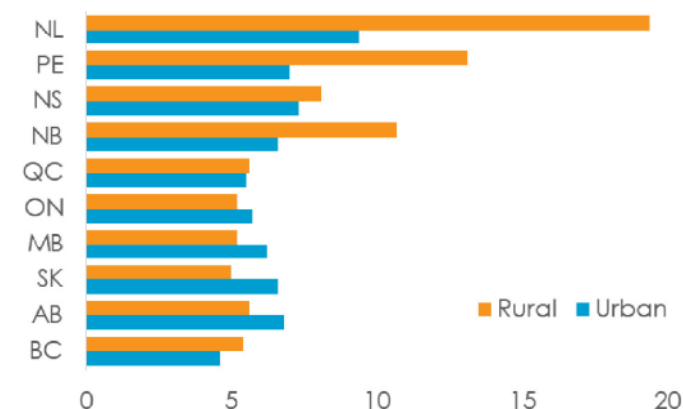


# Economy: rural Canadians face higher unemployment rates and are more likely to work in declining industries

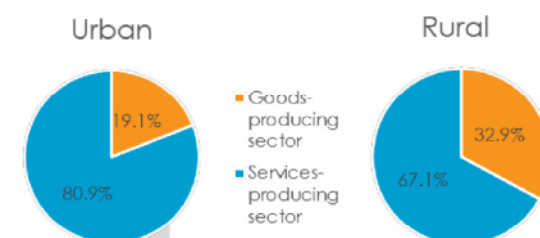
- Unemployment rates are generally **higher in rural areas** than urban areas.
  - This disparity is greatest in **Atlantic Canada**.
  - Rural men face higher unemployment rates than rural women (**7.0%** and **5.7%** respectively).
- The rural economy is more **goods-based** than the urban economy.
  - These jobs are declining: between 2011 and 2018, the number of jobs decreased by **5.4%** in rural areas, while they increased **11.1%** in urban areas.

Source: Statistics Canada. Table 14-10-0106-01 Employment and unemployment rate, annual, population centres and rural areas 2018.

Unemployment Rate by Province and Rural/Urban, 2018



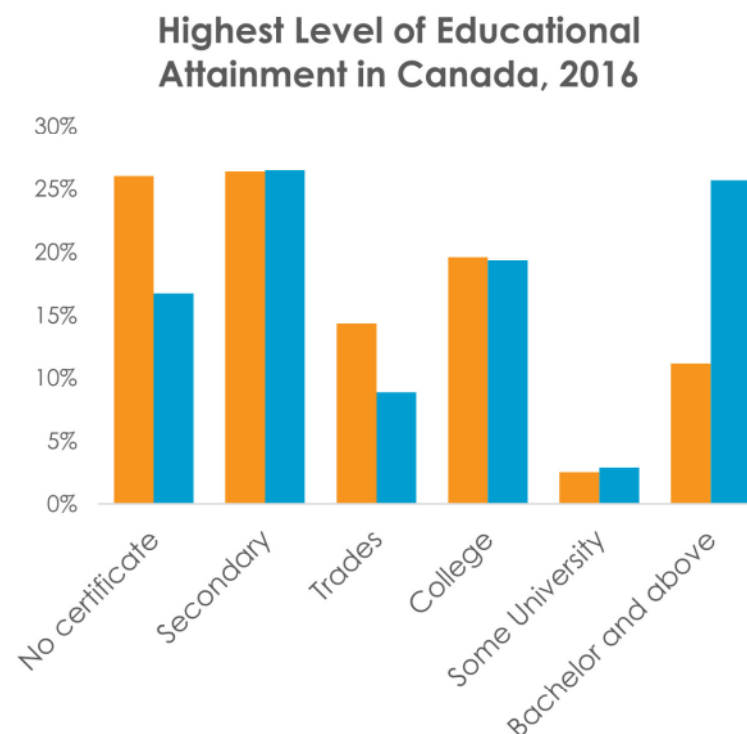
Share of Total Employment by Sector, 2018





# Skills and Education: university degrees are less common in rural areas

- Aging populations, youth out-migration and growth in urban-centred service industries, rural areas face a **skills gap**.
- Education plays an important role: among OECD countries, Canada has the largest **rural-urban gap** in educational attainment.
  - Rural Canadians are **less than half** as likely as urban Canadians to have university degrees.
  - Lower educational attainment makes it more difficult for rural Canadians to find **higher paying jobs**.



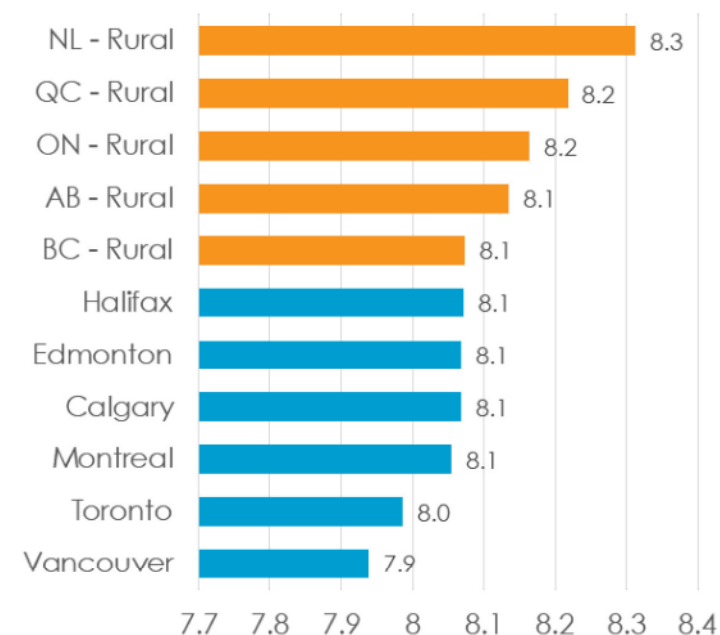
Sources: Canada Council on Learning (2006). "The Rural-urban Gap in Education"; Moazzami, B. (2012). "Survey of Multinational and Multi-locational Firms in Northern Ontario"; Statistics Canada. Census of Population 2016.



# Society and Health: rural Canadians are satisfied with their lives, but face lower health outcomes

- Rural communities tend to report a higher **life satisfaction score** and **sense of community belonging** than urban communities.
- However, rural Canadians face **lower health outcomes**.
  - Rural Canadians face higher incidences of cardiovascular disease, diabetes, respiratory illness and injury- or poisoning-related deaths.
  - Higher rates of obesity and smoking and less recreational activity contribute to rural Canadians' poorer health outcomes.
- Though around one-fifth of Canadians live in rural areas, only 8% of Canada's physicians serve these areas.

Life satisfaction score (out of 10),  
2015-16



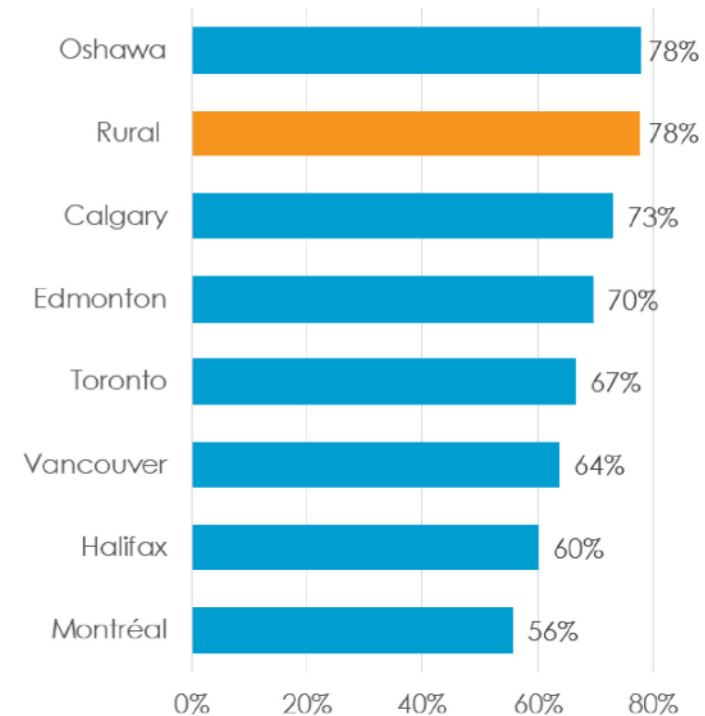
Source: Statistics Canada, Canadian Community Health Survey 2016



# Home Ownership: rural Canadians are more likely to own their homes

- Rural Canadians are **more likely to own their homes** than the residents of every urban centre except Oshawa.
- **78%** rural Canadians own their own homes, compared to **68%** nationally.
- Just **16%** of rural Canadians spend more than 30% of their income on housing, compared to **24%** nationally.
- **Homelessness** is difficult to measure in rural areas, and may pose a greater concern than home ownership rates suggest.

Home ownership rates, 2016

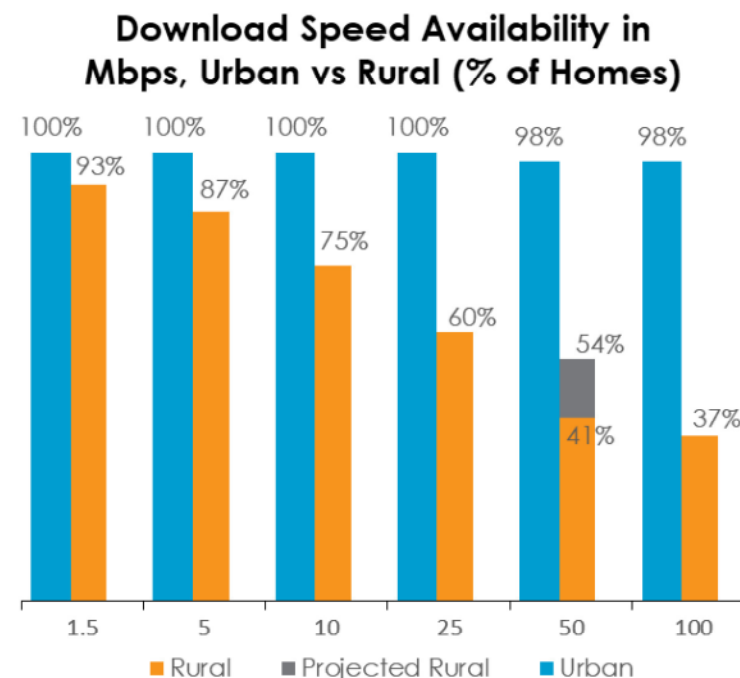


Source: Statistics Canada, Census of Population 2016.

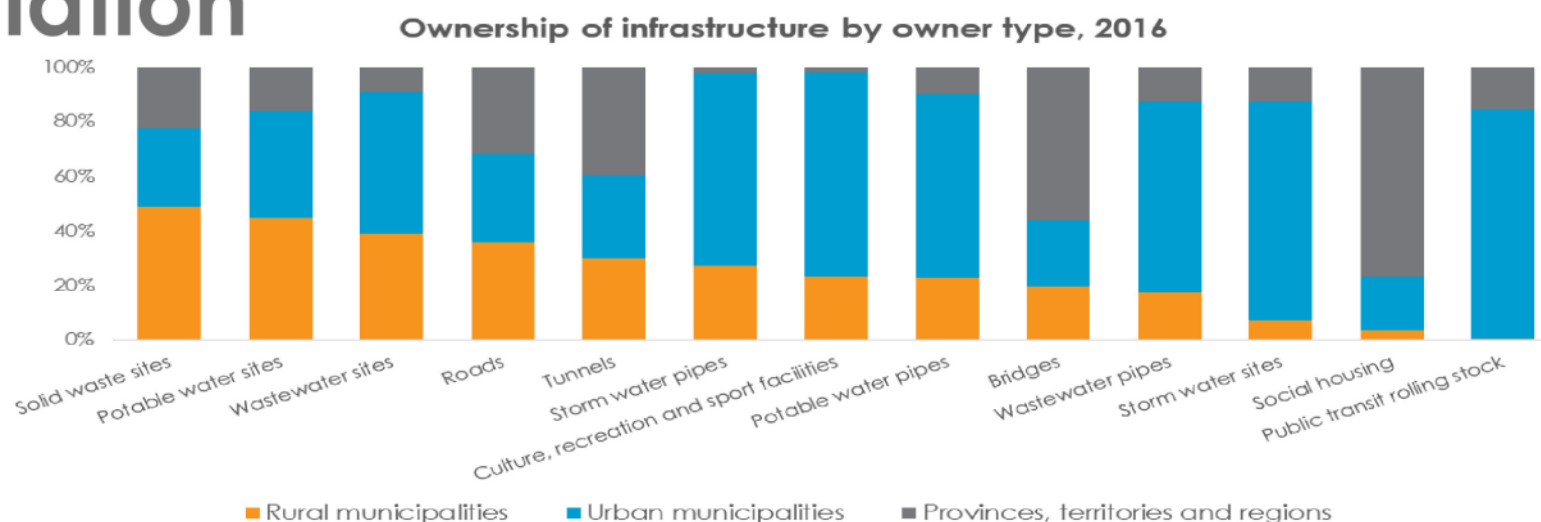


# Connectivity: high speed Internet is less common in rural areas

- In 2017, only 37% of rural households had access to 50/10 Mbps, compared with 97% of urban homes. Only about 24% of households in Indigenous communities had access to 50/10 Mbps.
- Existing initiatives are expected to bring the 50/10 Mbps coverage to 95 percent of Canadians by 2026, and the hardest-to-reach Canadians by 2030.



# Infrastructure ownership: rural Canada's stock of infrastructure is greater than its share of the population



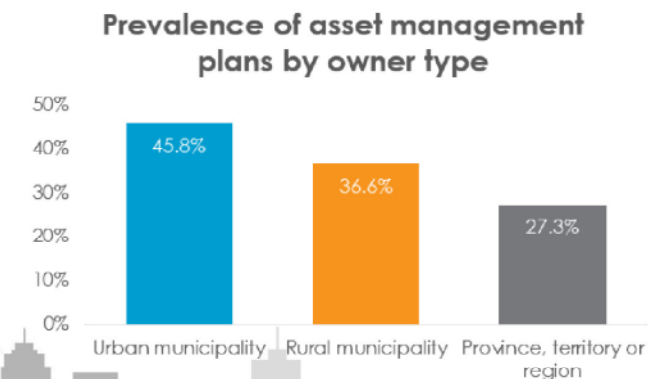
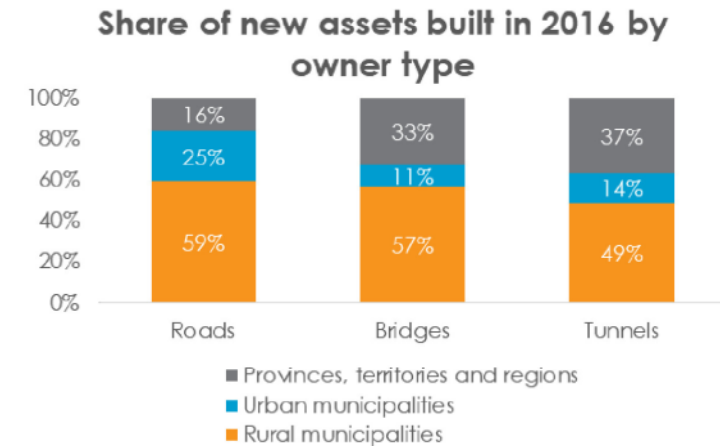
- Rural municipalities own **25% of all public infrastructure stock** (up to 49% in some asset classes), despite comprising less than a fifth of Canada's population.
- In addition, much provincial, territorial and regional infrastructure serves rural communities.

Source: Statistics Canada. Canada's Core Public Infrastructure Survey 2016.



# Infrastructure: the rural stock of infrastructure is growing

- About **half of all new roads, bridges and tunnels** were built in rural municipalities in 2016.
- Rural municipalities are **less likely than** their urban counterparts to have asset management plans to manage these assets.



Source: Statistics Canada. Canada's Core Public Infrastructure Survey 2016.







# OVERVIEW OF RURAL CANADA 2019



# OVERVIEW OF RURAL CANADA

## KEY FACTS ABOUT CANADA'S RURAL COMMUNITIES:

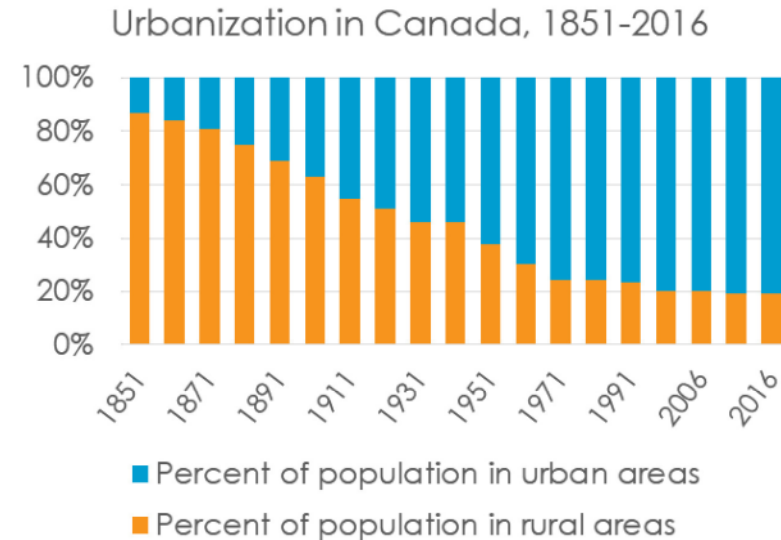
- About 20% of Canadians (1 in 5) **live in small communities (1,000 to 30k population) or other rural areas**
- **GDP growth** remains strongest in urban areas, but rural areas still produce almost 30% of GDP
- Rural economy is more **goods-based**
- There is a **skills shortage in rural** Canada
- **Home ownership** is stronger in rural areas
- High **speed internet is mostly limited** to densely populated areas
- Rural municipalities own **25% of all public infrastructure stock** (up to 49% in some asset classes), but face asset planning and maintenance challenges





# Demographics: there has been a population shift from rural to urban areas

- Canada's urban population has increased over time, surpassing the rural population since the 1930s.
- In 2016, **less than one-fifth** of Canadians lived in rural areas.
- Some regions are more rural than others:
  - Around **half of Atlantic Canada** is rural.
  - The rural share of **British Columbia, Ontario** and **Alberta** is lower than the national average.



Source: Statistics Canada. Census of Population 2016

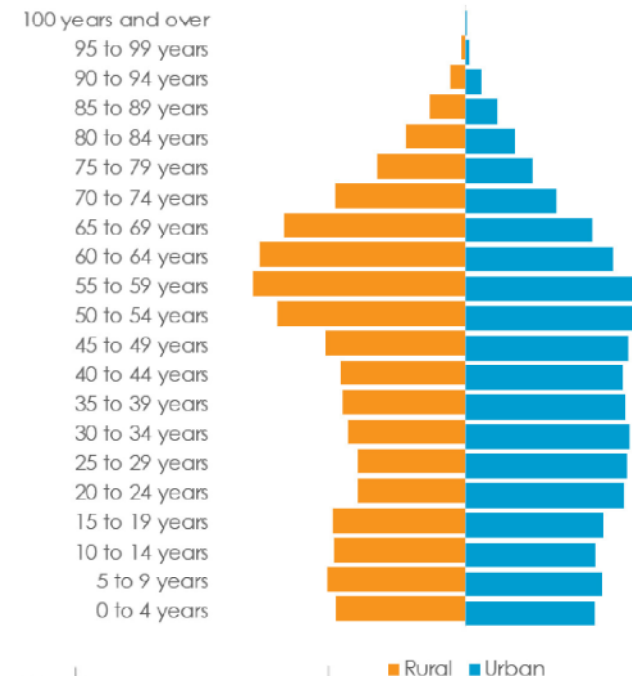


# Demographics: there are key demographic differences between rural and urban areas

- The average rural age is **43**, compared to 40 for urban areas and 41 nationally.
- Just over **one in twenty** rural residents is an immigrant, compared to **one in four** urban residents.
- The share of **Indigenous** residents is higher in rural areas.
  - There is variation among nations: over **half** of the **Cree** and **Ojibwe** nations are rural, compared to around **one-third** of **Mi'kmaq**, **Algonquin** and **Mohawk** nations.

Source: Statistics Canada. Census of Population 2016

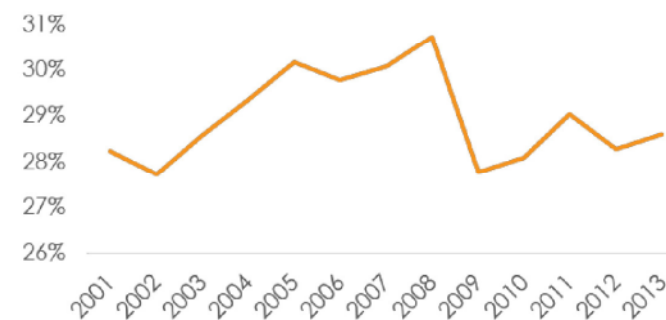
Population Pyramid (Rural and Urban Canada), 2016



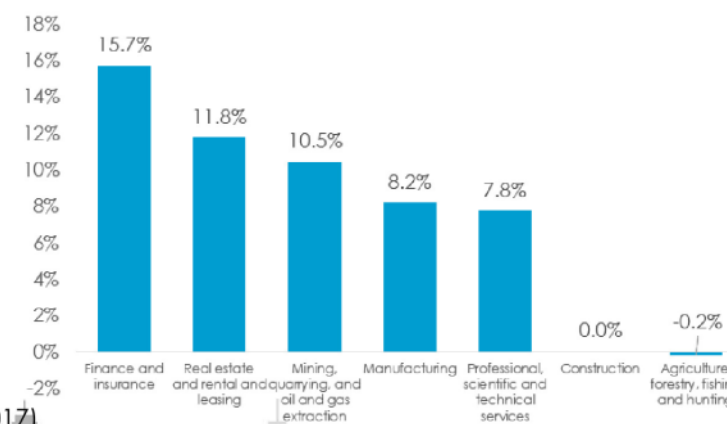
# Economy: GDP per capita is higher in rural areas

- Historically, rural areas have accounted for about **27-30%** of national gross domestic product (GDP).
- In 2013, GDP per capita was **\$49,360** in big cities (CMAs). It was 9% higher at **\$53,861** in rural areas (non-CMAs).
- GDP has grown the fastest in industries that tend to be centered in urban areas, while it has been virtually unchanged in primary industries and construction.
  - Since 2013, Canada's total output has grown by **8.2%** -- with faster growth in the services sector (**9.0%**) than the goods sector (**6.1%**).

Share of National GDP in non-CMAs<sup>1</sup>



GDP Growth by Select Industry<sup>2</sup>  
(chained 2012 dollars), 2013 to 2017



<sup>1</sup> Statistics Canada. Table 36-10-0423-01 (for years 2001 to 2009); Table 36-10-0468-01 (for years 2010 to 2013)

<sup>2</sup> Statistics Canada. Table 36-10-0434-03 GDP at basic prices, by industry, annual average (for years 2013 to 2017)

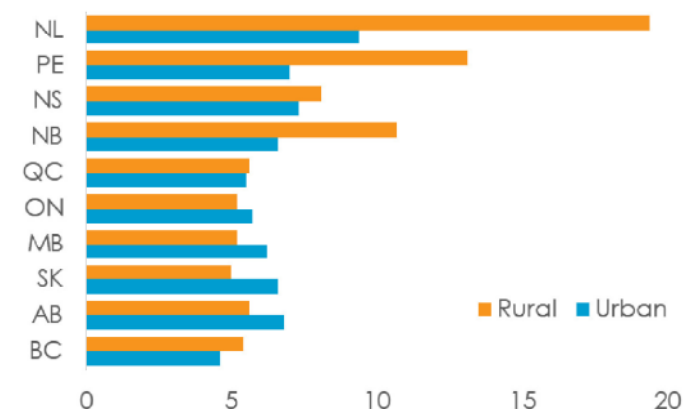


# Economy: rural Canadians face higher unemployment rates and are more likely to work in declining industries

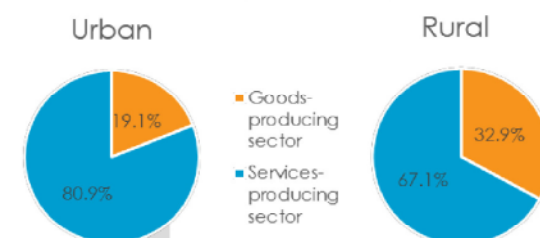
- Unemployment rates are generally **higher in rural areas** than urban areas.
  - This disparity is greatest in **Atlantic Canada**.
  - Rural men face higher unemployment rates than rural women (**7.0%** and **5.7%** respectively).
- The rural economy is more **goods-based** than the urban economy.
  - These jobs are declining: between 2011 and 2018, the number of jobs decreased by **5.4%** in rural areas, while they increased **11.1%** in urban areas.

Source: Statistics Canada. Table 14-10-0106-01 Employment and unemployment rate, annual, population centres and rural areas 2018.

Unemployment Rate by Province and Rural/Urban, 2018

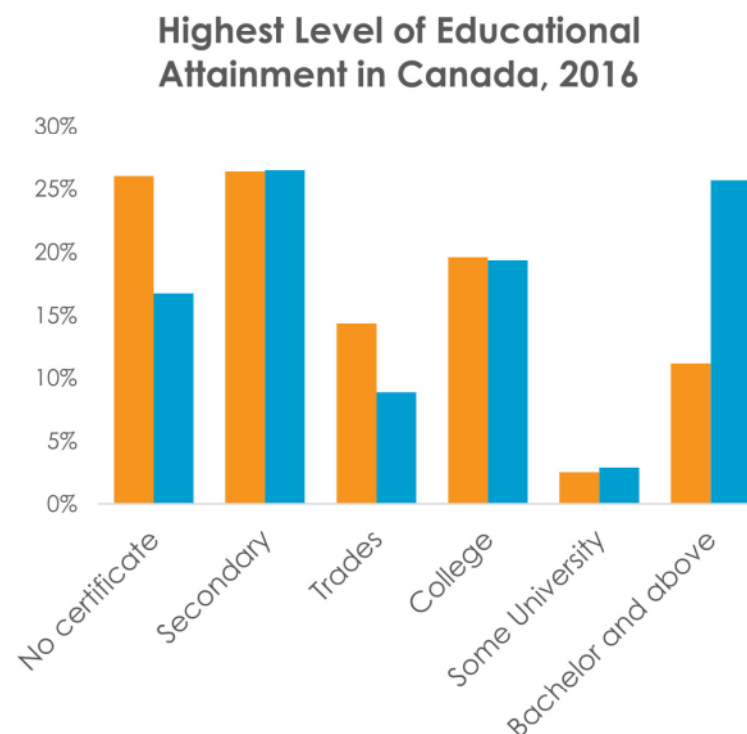


Share of Total Employment by Sector, 2018



# Skills and Education: university degrees are less common in rural areas

- Aging populations, youth out-migration and growth in urban-centred service industries, rural areas face a **skills gap**.
- Education plays an important role: among OECD countries, Canada has the largest **rural-urban gap** in educational attainment.
  - Rural Canadians are **less than half** as likely as urban Canadians to have university degrees.
  - Lower educational attainment makes it more difficult for rural Canadians to find **higher paying jobs**.



Sources: Canada Council on Learning (2006). "The Rural-urban Gap in Education"; Moazzami, B. (2012). "Survey of Multinational and Multi-locational Firms in Northern Ontario"; Statistics Canada. Census of Population 2016.

■ Rural ■ Urban

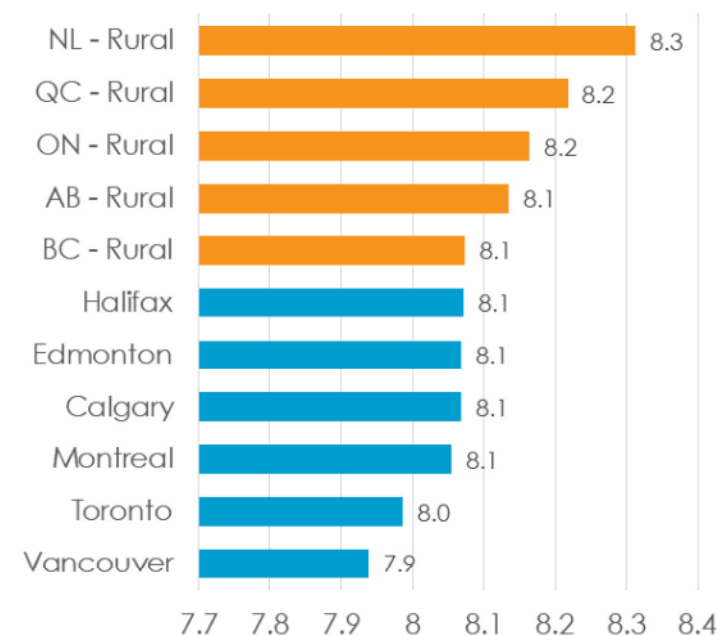




# Society and Health: rural Canadians are satisfied with their lives, but face lower health outcomes

- Rural communities tend to report a higher **life satisfaction score** and **sense of community belonging** than urban communities.
- However, rural Canadians face **lower health outcomes**.
  - Rural Canadians face higher incidences of cardiovascular disease, diabetes, respiratory illness and injury- or poisoning-related deaths.
  - Higher rates of obesity and smoking and less recreational activity contribute to rural Canadians' poorer health outcomes.
- Though around one-fifth of Canadians live in rural areas, only 8% of Canada's physicians serve these areas.

Life satisfaction score (out of 10),  
2015-16



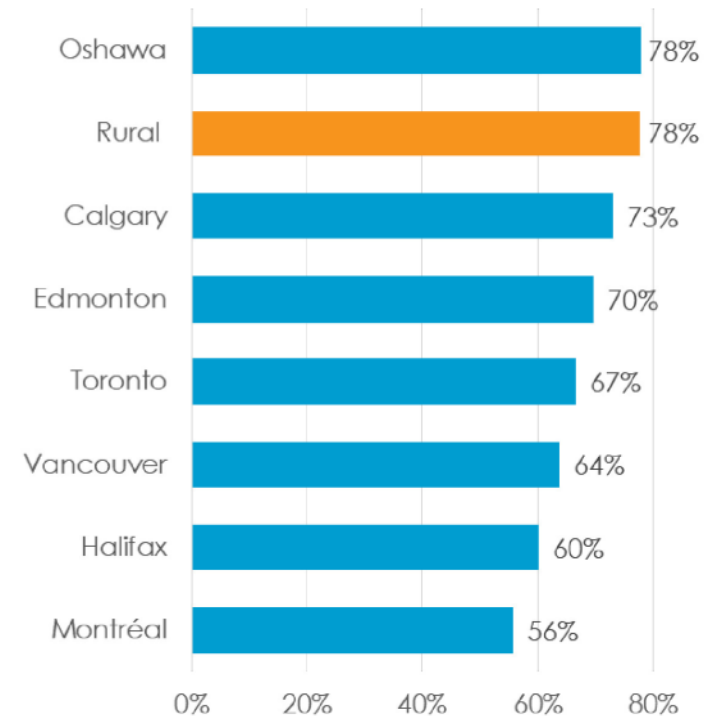
Source: Statistics Canada, Canadian Community Health Survey 2016



# Home Ownership: rural Canadians are more likely to own their homes

- Rural Canadians are **more likely to own their homes** than the residents of every urban centre except Oshawa.
- **78%** rural Canadians own their own homes, compared to **68%** nationally.
- Just **16%** of rural Canadians spend more than 30% of their income on housing, compared to **24%** nationally.
- **Homelessness** is difficult to measure in rural areas, and may pose a greater concern than home ownership rates suggest.

Home ownership rates, 2016

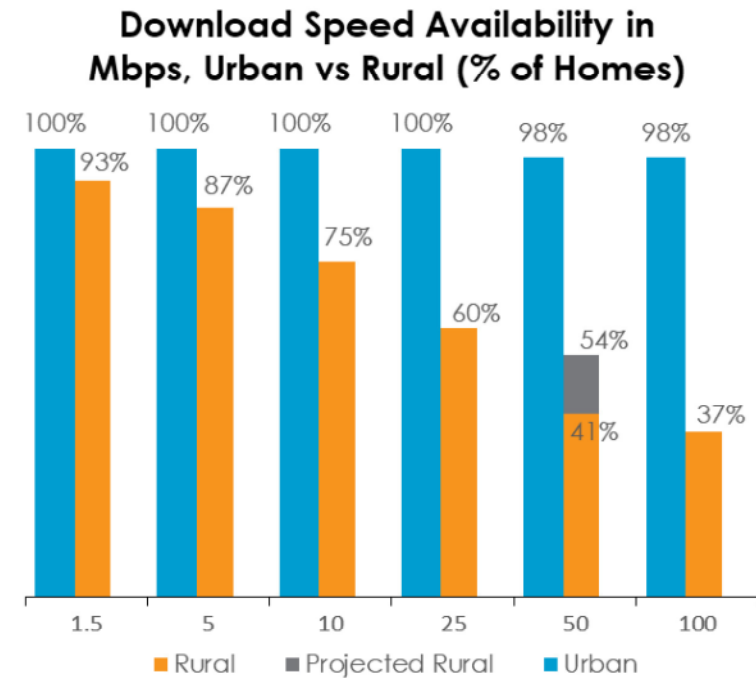


Source: Statistics Canada, Census of Population 2016.



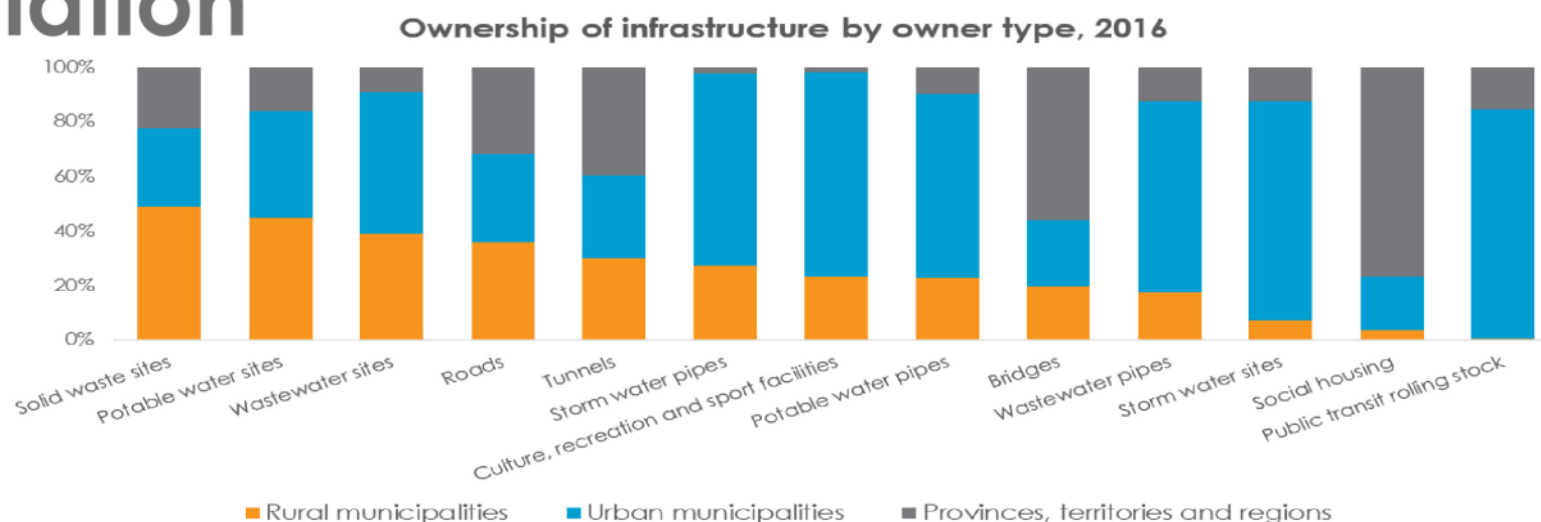
# Connectivity: high speed Internet is less common in rural areas

- In 2017, only 37% of rural households had access to 50/10 Mbps, compared with 97% of urban homes. Only about 24% of households in Indigenous communities had access to 50/10 Mbps.
- Existing initiatives are expected to bring the 50/10 Mbps coverage to 95 percent of Canadians by 2026, and the hardest-to-reach Canadians by 2030.





# Infrastructure ownership: rural Canada's stock of infrastructure is greater than its share of the population



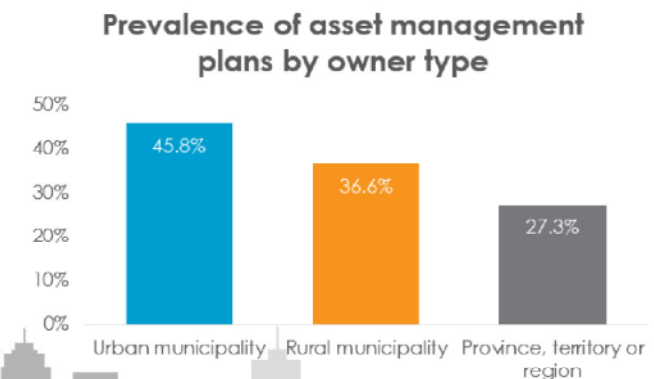
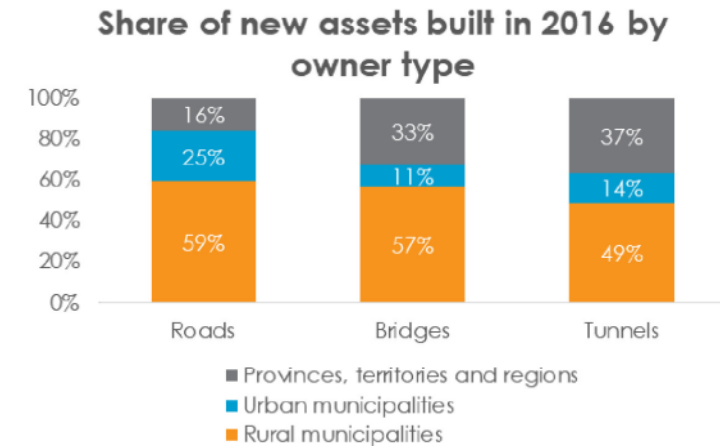
- Rural municipalities own **25% of all public infrastructure stock** (up to 49% in some asset classes), despite comprising less than a fifth of Canada's population.
- In addition, much provincial, territorial and regional infrastructure serves rural communities.

Source: Statistics Canada. Canada's Core Public Infrastructure Survey 2016.



# Infrastructure: the rural stock of infrastructure is growing

- About **half of all new roads, bridges and tunnels** were built in rural municipalities in 2016.
- Rural municipalities are **less likely than** their urban counterparts to have asset management plans to manage these assets.



Source: Statistics Canada. Canada's Core Public Infrastructure Survey 2016.



---

# BROADBAND OVERVIEW

## OVERVIEW

Overwhelmingly, rural and remote communities have identified unreliable and slow internet connectivity as the number one issue impeding their economic growth. The need for improved internet and cellular connectivity is felt by rural and remote communities across the country, in every province and territory. High-speed Internet is regarded as critical for rural communities to enable economic growth, retain youth, attract talent, grow a business, and adopt new technologies.

Although all Canadian households have access to some form of internet access, Canadians living in rural and remote areas face significantly slower, less reliable Internet access than those in urban centres. In addition, there can be gaps in mobile connectivity, including along major roads and highways. The low population density and challenging terrain can make the business case for investing in rural areas challenging.

The government has had a series of broadband funding programs over the past two decades to help support rural connectivity in areas that lack a private sector business case. However, as the needs of Canadians continue to grow and evolve, continued support will be needed to make sure rural and remote areas do not fall further behind. The Canadian Radio-television and Telecommunications Commission (CRTC) has set high-level targets for high-speed Internet and cellular connectivity. There are several federal funding programs that support investment in areas where there is a lack of business case for the private sector. Other federal tools are also used to support access, such as regulation of spectrum frequencies (the critical public resource that is essential for wireless services), and to promote affordability of internet and cellphone plans for Canadians.

## FUNDING FOR RURAL BROADBAND

### ISED Broadband Programming

- Responsible Department: ISED

ISED has put in place a series of programs to improve Internet access, including Broadband Canada (2009), Connecting Canadians (2014), and Connect to Innovate (2016).

More recently, ISED secured new funding, including \$1 billion over 10 years for the next ISED broadband program. As ISED moves forward with the design of the new program, the department will build on existing collaboration with federal partners, provincial-territorial governments, the private sector, and Indigenous communities to help maximize benefits for Canadians.

ISED is also seeking to leverage new low-Earth orbit (LEO) satellite technology to deliver high-speed Internet services to Canada's most remote and northern regions. LEO involves launching hundreds of satellites (a "constellation") closer to the Earth than traditional satellites, offering greater capacity and improving performance considerably.

In July 2019, the Minister of ISED announced the signing of a Memorandum of Understanding (MOU) with Telesat to invest up to \$600 million to secure broadband capacity over Canada from its planned

---

LEO satellite constellation. The initiative remains subject to Treasury Board approval and reaching the final terms of a contribution agreement.

#### Rural & Northern Communities Stream

- Responsible Department: Infrastructure Canada

Broadband infrastructure projects are eligible for funding under the Rural and Northern Communities Stream of the Investing in Canada Infrastructure Program (ICIP). To date, the stream has been used by to support significant broadband projects in PEI, Quebec and Nunavut.

The ICIP is a ten-year, \$33.1 billion program providing funding for public infrastructure initiatives across Canada. It is managed through Integrated Bilateral Agreements (IBAs) with the provinces and territories. In consultation with municipalities and Indigenous communities, the provinces and territories are responsible for identifying, prioritizing and submitting projects and flowing funds to eligible ultimate recipients.

The ICIP is divided into four funding streams: Public Transit (\$20.1 billion); Green Infrastructure (\$9.2 billion); Community, Culture and Recreation Infrastructure (\$1.3 billion); and Rural and Northern Communities Infrastructure (\$2 billion + \$400 million).

#### CRTC Broadband Fund

- Responsible Agency: CRTC

The CRTC has created a \$750 million fund to support the rollout of broadband to rural and remote households. On June 3, 2019 the CRTC launched its first call for applications, which focusses on broadband and mobile connectivity projects in the three territories and satellite dependent communities across Canada. The deadline to submit applications for the first call was October 3, 2019. The CRTC has launched a second call for applications that is open to all types of projects in all eligible geographic areas, and expects that projects will be announced in 2020. Applicants have until March 27, 2020, at 5 pm PST to apply.

As an independent administrative tribunal, the CRTC operates at arms-length from federal departments.

#### Canada Infrastructure Bank (CIB)

- Responsible Department: Infrastructure Canada

The Canada Infrastructure Bank (CIB) uses federal support to attract private sector and institutional investment to new revenue-generating infrastructure projects that are in the public interest, including broadband infrastructure. By leveraging the capital and expertise of the private sector, the Bank is intended to be an additional tool that provincial, territorial, municipal and Indigenous partners can use to build infrastructure across Canada.

The CIB is a Crown corporation that operates at arm's length from government and is governed by a Board of Directors.

---

## AFFORDABILITY OF INTERNET/CELLPHONE PLANS

The competition between telephone and cable networks, as well as suppliers of satellite, wireless and other telecommunications services, has given Canadians a variety of choice in terms of both price and quality. As competition and technology evolve, fibre, wireless mobile networks, and high throughput satellites are expected to provide Canadians across the country with even faster internet speeds and higher quality services.

Recent spectrum auctions have also been designed to enable regional competitors to expand and strengthen their networks to better compete. On April 4, 2019, ISED concluded its 600 MHz spectrum auction. The 600 MHz auction set aside 43 percent of spectrum for regional competitors and new wireless market entrants. The auction succeeded in supporting wireless competition, with regional competitors acquiring 40 licenses, across all 16 geographic areas, meaning all regions of Canada can expect to see more vigorous competition.

The CRTC has also put in place policies and regulations that encourage competition and choice. For example, the CRTC requires the large telephone and cable companies to lease portions of their networks to their competitors, at regulated wholesale rates. As a result, a number of smaller Internet service providers have entered the market and often offer greater choice and lower prices for Internet services. A recent study found that average broadband Internet prices offered by smaller service providers were up to 35 percent lower than those of the large companies.

## SPECTRUM AND WIRELESS COVERAGE

- Responsible Department: ISED

Access to spectrum for wireless technology is a key component of connectivity for rural homes and businesses, particularly in areas where wireline solutions are not feasible. ISED has developed spectrum management policies to encourage rural coverage or to increase access to spectrum for rural operators.

**Promoting Competition:** ISED has taken a number of steps that respond directly to concerns raised by smaller rural service providers. Earlier this year ISED introduced smaller licensing areas (known as Tier 5) that will make it possible to licence spectrum in small areas that rural providers could more easily afford. Changes were also made this summer to the fee structure for wireless backhaul, which will reduce a significant recurring cost for many rural/remote broadband providers.

**Promoting deployment in rural areas:** In order to support the provision of high-quality services in rural and remote areas, ISED is executing its plans to make additional spectrum available for broadband services and to facilitate access to spectrum. Its next spectrum auction (3500 MHz) is planned for 2020, and the consultation currently underway asks a number of questions that pertain to rural connectivity.

ISED will continue to make additional low, medium and high frequency spectrum available to support the deployment of new technologies such as 5G, as well as to introduce measures to improve access in rural and remote areas such as smaller licence tiers, lower licence fees, and a modernized satellite framework.

MINISTER OF RURAL  
ECONOMIC DEVELOPMENT



# INFRASTRUCTURE CANADA PROGRAMS OVERVIEW

# 2019

---

# INFRASTRUCTURE CANADA – 2019 TRANSITION BRIEFINGS

## PROGRAM & PORTFOLIO DESCRIPTIONS

**Section A:** *This section includes program descriptions where project applications for approval are ongoing.*

|  |     |
|--|-----|
|  | TAB |
| Investing in Canada Plan .....                     | 1   |
| Investing In Canada Infrastructure Program.....    | 2   |
| Disaster Mitigation and Adaptation Fund.....       | 3   |
| Smart Cities Challenge .....                       | 4   |
| Gas Tax Fund .....                                 | 5   |
| Municipal Asset Management Program .....           | 6   |
| Municipalities for Climate Innovation Program..... | 7   |
| Green Municipal Fund.....                          | 8   |

**Section B:** *This section includes program descriptions where project applications are no longer being accepted, and funding is committed and ongoing.*

|  |    |
|--|----|
| Public Transit Infrastructure Fund and Clean Water and Wastewater Fund ..... | 9  |
| New Building Canada Fund .....   | 10 |
| P3 Canada Fund .....   | 11 |
| Green Infrastructure Fund .....  | 12 |
| Building Canada Fund .....   | 13 |
| Border Infrastructure Fund and Canada Strategic Infrastructure Fund .....    | 14 |

**Section C:** *This section includes program descriptions that detail Infrastructure Canada's current research and data initiatives, along with research partnerships and grants with other departments.*

|  |    |
|--|----|
| Research and Knowledge Initiative.....                                     | 15 |
| Climate-Resilient Buildings and Core Public Infrastructure Initiative..... | 16 |
| Infrastructure Data Initiatives.....                                       | 17 |

**Section D:** *This section describes one of Infrastructure Canada's portfolio organizations, its mandate, and area of responsibility.*

|                                  |    |
|----------------------------------|----|
| Canada Infrastructure Bank ..... | 18 |
|----------------------------------|----|

---

# INVESTING IN CANADA PLAN

## MANDATE

- Comprised of over seventy programs administered by a number of federal delivery partners, including Infrastructure Canada, the twelve-year, over \$187 billion Investing in Canada Plan is a national strategy to address Canada's infrastructure needs through long-term investments.

## DESCRIPTION

- The Investing in Canada Plan was announced in Budget 2016 with the Minister of Infrastructure and Communities as the lead Minister responsible for the overall implementation and reporting on the progress of the Plan. Infrastructure Canada is also directly responsible for the majority of the program funding (\$99 billion) delivered under the Plan.
- Through the Plan, the Government of Canada is making investments in infrastructure to provide communities across the country with the tools they need to prosper and innovate. Investments are made across five priority areas:
  - public transit infrastructure;
  - green infrastructure;
  - social infrastructure;
  - trade and transportation infrastructure; and
  - rural and northern communities infrastructure.
- These investments aim to create long-term economic growth, help build inclusive, sustainable communities and support a low carbon, green economy. The seven expected outcomes of the Plan are that the:
  - rate of economic growth is increased in an inclusive and sustainable way;
  - environmental quality is improved, greenhouse gas emissions are reduced and resilience of communities is increased;
  - urban mobility is improved in Canadian communities;
  - housing is affordable and in good condition and homelessness is reduced year over year;
  - early learning and childcare is of high quality, affordable, flexible and inclusive;
  - Canadian communities are more inclusive and accessible; and
  - infrastructure is managed in a more sustainable way.



- 
- Infrastructure Canada works with a number of federal delivery partners in delivering the plan, including:
    - Canada Infrastructure Bank;
    - Canada Mortgage and Housing Corporation;
    - Canadian Heritage;
    - Crown-Indigenous Relations and Northern Affairs;
    - Employment and Social Development Canada;
    - Environment and Climate Change Canada;
    - Health Canada;
    - Indigenous Services Canada;
    - Innovation, Science and Economic Development Canada;
    - Natural Resources Canada;
    - Parks Canada;
    - Public Health Agency of Canada;
    - Public Safety Canada; and
    - Transport Canada.
  - The ultimate responsibility for the program delivery and financial reporting for each program under the Plan rests with the Minister responsible for the respective department or agency. The Minister of Infrastructure and Communities has the responsibility to report to Cabinet and the Prime Minister on the overall status of the implementation of the Plan.
  - The Geomap on the Infrastructure Canada website is updated monthly to highlight the progress of selected approved and announced infrastructure projects across Canada, while the online funding table tracks spending under the Plan by all federal departments and agencies.

## FUNDING

- The funding of the twelve-year Plan, totaling over \$187 billion, was established in Budgets 2016 and 2017. This includes \$92.2 billion in funding for initiatives in place pre-budget 2016, and \$95.6 billion in new funding for infrastructure programs launched in 2016 and 2017. The initial phase of the new funding for the Plan announced in Budget 2016 (\$14.4 billion), focused on short-term projects, with an emphasis on the repair and rehabilitation of existing infrastructure assets. Budget 2017 built on this foundation by providing new long-term funding (\$81.2 billion) extending over the life of the Plan. In Budget 2019, all remaining funding under the Plan was allocated and additional funding was provided to some of the programs under the Plan. For example, an additional \$400 million was allocated to the National Trade Corridors Fund, and the Gas Tax Fund was doubled for 2019-20, providing an additional \$2.2 billion to communities.

- 
- Of the over \$187 billion total, Infrastructure Canada is directly responsible for \$99 billion of funding. This funding supports various programs and initiatives, including bilateral agreements with provincial, territorial, and community partners, targeted funding programs such as the Disaster Mitigation and Adaptation Fund, the federal Gas Tax Fund, and innovative initiatives like the Smart Cities Challenge.

## CURRENT STATUS

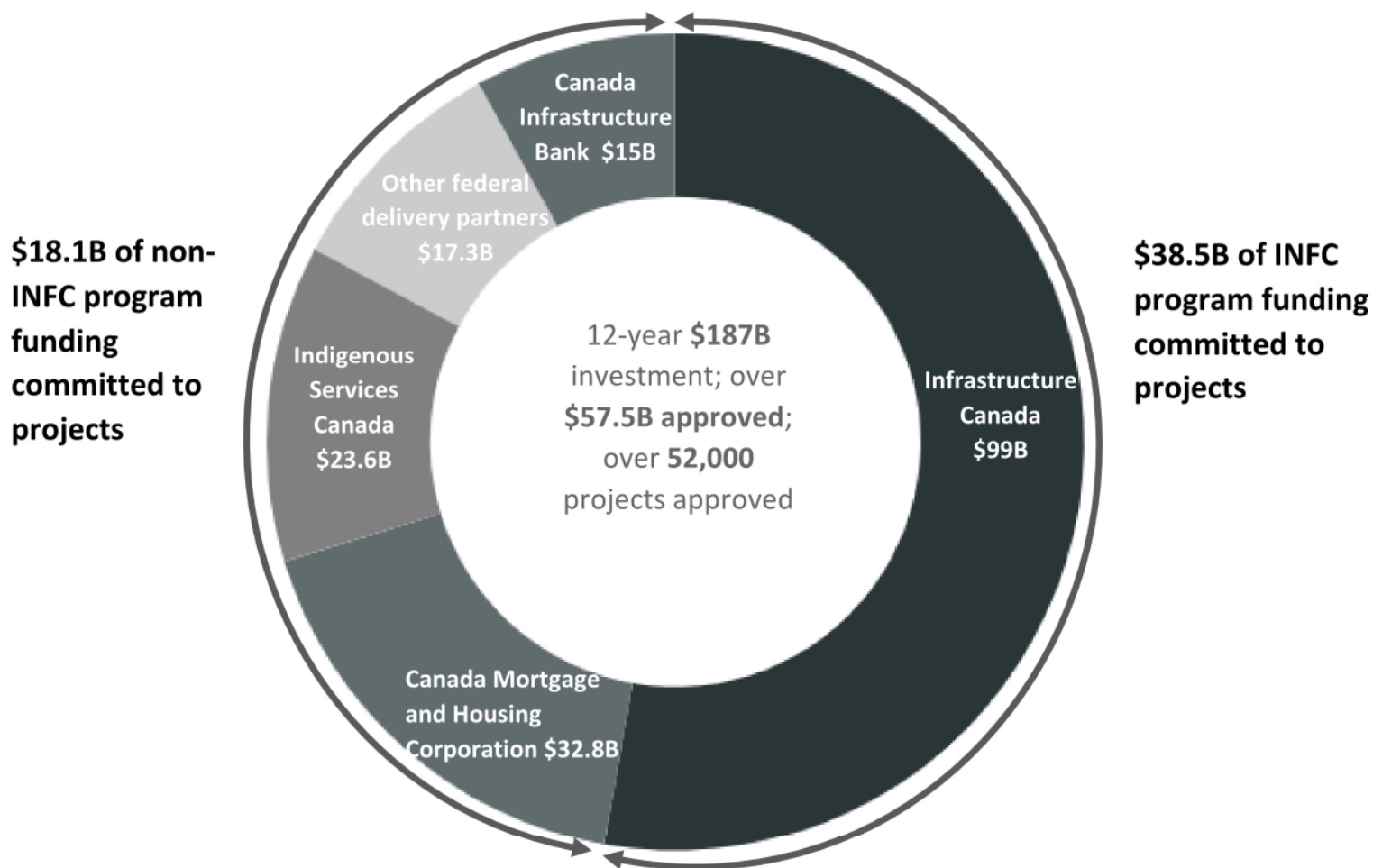
- As of October 2019, more than seventy programs are active under the plan, with over 52,000 projects approved representing approximately \$57.5 billion in federal investments (see Annex A).
- Infrastructure Canada has published two reports on the Plan:
  - *Investing in Canada: Canada's Long-Term Infrastructure Plan* (April 2018); and
  - *Building a Better Canada: A Progress Report on the Investing in Canada Plan 2016-2019* (May 2019).

## NEXT STEPS

- Infrastructure Canada officials would be pleased to provide you with further information on the Investing in Canada Plan.

---

## ANNEX A: OVERVIEW OF FUNDING BY FEDERAL DELIVERY PARTNERS



*Note: The amount of \$15B for the Canada Infrastructure Bank has been allocated separately as it is an independent Crown Corporation separate from Infrastructure Canada.*

# INFRASTRUCTURE CANADA PROGRAMMING

## ACTIVE PROGRAMS

**INVESTING IN CANADA INFRASTRUCTURE PROGRAM**

**\$33.1 B, Allocation Program (\$22 B Available)**

- Cost-share funding through **Bilateral Agreements**.
- Four investment streams:**
  - Public Transit
  - Green
  - Community, Culture and Recreation
  - Rural and Northern Communities

Intake process: Open  
Program duration: **2018-28**

**DISASTER MITIGATION AND ADAPTATION FUND**

**\$2 B, Merit-Based Program (\$231 M Available)**

- Large-scale investments (\$20 M+).
- Enables communities to better withstand current and future natural risks.

Intake process: Open  
Program duration: **2018-28**

**FEDERAL GAS TAX FUND**

**\$2.2 B Annually, Allocation Program**

- Permanent, **ongoing funding** for local projects.

Intake process: Open  
Program duration: **Ongoing**

**SMART CITIES CHALLENGE**

**\$300 M, Merit-Based Program (\$176 M Available)**

- Challenges communities to adopt a smart city approach to program design and delivery.
- Focuses on innovation, data and connected technology.

Intake process: Open  
Program duration: **2017-27**

## DATA AND RESEARCH PROGRAMS

**CLIMATE-RESILIENT BUILDINGS AND CORE PUBLIC INFRASTRUCTURE INITIATIVE**

**\$42.5 M, Research Program**

- Provides funding to the National Research Council to develop guidelines, standards and specifications to inform changes to building codes in Canada.

**Fully Committed**  
Program duration: **2018-24**

**RESEARCH AND KNOWLEDGE INITIATIVE**

**\$10 M, Merit-Based Program (\$7 M Available)**

- Aims to build external capacity by funding research and data projects that contribute to evidence-based decision-making for future investments.

Intake process: Not yet launched  
Program duration: **2018-24**

## MAJOR BRIDGE PROJECTS

**GORDIE HOWE INTERNATIONAL BRIDGE**

**\$5.7 B, Bridge + Border Facilities Project**

- A nation-building international crossing project that will provide additional capacity at the busiest Canada-U.S. trade corridor.
- Will accommodate future growth in traffic and trade, and create long term jobs and economic opportunity in both countries.

Program Construction: **2018-24**

**SAMUEL DE CHAMPLAIN BRIDGE**

**\$4.5 B, Bridge Project**

- A replacement for one of Canada's busiest bridges.
- Will allow for the continued generation of approx. \$20 B in international trade per year.
- A crucial commuter and commercial link to the Montreal area and the Province of Quebec.

Project Construction: **2015-19**

## OTHER PORTFOLIO INITIATIVES

**CANADA INFRASTRUCTURE BANK**

**\$35 B (Current Funding), Crown Corporation**

- Crown Corporation mandated use federal support to attract private sector and institutional investment into new, revenue-generating projects.
- Investments in public transit, trade and transportation corridors, green infrastructure, and broadband.

Years of operation: **Ongoing (Current Funding to 2028)**

**TORONTO WATERFRONT**

**Tripartite Project**

- Tripartite revitalization initiative to develop a major piece of underdeveloped property at the waterfront in the City of Toronto.

## PROGRAMS DELIVERED BY THE FEDERATION OF CANADIAN MUNICIPALITIES

**MUNICIPAL ASSET MANAGEMENT PROGRAM**

**\$110 M, Allocation Program (\$91.8 M Available)**

- Direct support to municipalities.
- Build capacity for asset management practices.

Intake process: Open  
Program duration: **2017-24**

**GREEN MUNICIPAL FUND**

**\$1.75 B, Allocation Program (Not INFC-funded)**

- Encourages municipal environmental projects through grants, loans, and loan guarantees.
- Infrastructure Canada provides oversight and strategic advice, but no funding.

Intake process: Open  
Program duration: **2017-24**

**MUNICIPALITIES FOR CLIMATE INNOVATION PROGRAM**

**\$75 M, Allocation Program (\$49.5 M Available)**

- Encourages municipalities to prepare for climate-related challenges.
- Promotes greenhouse gas reduction.

Intake process: Closed  
Program duration: **2017-24**

## LEGACY PROGRAMS

**NEW BUILDING CANADA FUND**

**\$14 B, Allocation Program**

- Funding for projects that contribute to economic growth, a clean environment, and stronger communities.
- Two Components:**
  - Provincial-Territorial Infrastructure
  - National Infrastructure

Intake process: Closed  
**Fully Committed**  
Program duration: **2016-28**

**BUILDING CANADA FUND**

**\$8.8 B, Allocation Program**

- Investments in large-scale projects (National Highway System, public transit and green energy), and small-scale projects (cultural and sport facilities).
- Two components:**
  - Major Infrastructure
  - Communities

Application Process: Closed  
**Fully Committed**  
Program duration: **2009-23**

**CLEAN WATER AND WASTEWATER FUND**

**\$2 B, Allocation Program**

- Short-term funding for the rehabilitation, optimization and planning of water and wastewater infrastructure.

Intake process: Closed  
**Fully Committed**  
Program duration: **2016-21**

**GREEN INFRASTRUCTURE FUND**

**\$1 B, Merit-Based Program**

- Supports projects that improve environmental quality and long-term economic sustainability.

Intake process: Closed  
**Fully Committed**  
Program duration: **2009-28**

**BORDER INFRASTRUCTURE FUND**

**\$600 M, Merit-Based Program**

- Funding for physical infrastructure that aided the free-flow of people and goods across Canada's borders.

Intake process: Closed  
**Fully Committed**  
Program duration: **2003-21**

**PUBLIC TRANSIT INFRASTRUCTURE FUND**

**\$3.4 B, Allocation Program**

- Short-term funding for public transit rehabilitation and planning of public transit systems.

Intake process: Closed  
**Fully Committed**  
Program duration: **2016-21**

**CANADA STRATEGIC INFRASTRUCTURE FUND**

**\$4.3 B, Merit-Based Program**

- Funding for large-scale, strategic projects focused on economic performance and urban development.

Intake process: Closed  
**Fully Committed**  
Program duration: **2002-21**

**P3 CANADA FUND**

**\$1.3 B, Allocation Program**

- Advanced the public-private partnerships model within local and regional governments through long-term financial agreements.

Intake process: Closed  
**Fully Committed**  
Expected funding duration: **2009-23**





# PROGRAMMES D'INFRASTRUCTURE CANADA

## PROGRAMMES ACTIFS

### PROGRAMME D'INFRASTRUCTURE INVESTIR DANS LE CANADA

**33,1 G\$, programme d'allocations (22 G\$ disponible)**

- Financement selon une formule de partage des coûts au moyen **d'ententes bilatérales**.
- Quatre volets d'investissement :**
  - Infrastructures de transport en commun
  - Infrastructures communautaires, culturelles et récréatives
  - Infrastructures communautaires, culturelles et récréatives
  - Infrastructures des collectivités rurales et nordiques

Processus de réception des demandes : ouvert  
Durée du programme : **2018-2028**

### FONDS D'ADAPTATION ET D'ATTÉNUATION EN MATIÈRE DE CATASTROPHES

**2 G\$, programme fondé sur le mérite (231 M\$ disponible)**

- Investissements à grande échelle (20 M\$+).
- Permet aux collectivités de mieux résister aux risques naturels actuels et futurs.

Processus d'inscription : ouvert  
Durée du programme : **2018-2028**

### FONDS DE LA TAXE SUR L'ESSENCE FÉDÉRAL

**2,2 G\$ par année, programme d'allocations**

- Financement **permanent continu** pour les projets locaux.

Processus de réception des demandes : ouvert  
Durée du programme : **Continu**

### DÉFI DES VILLES INTELLIGENTES

**300 M\$, programme fondé sur le mérite (176 M\$ disponible)**

- Met les collectivités au défi d'adopter une approche de ville intelligente pour la conception et l'exécution des programmes.
- Met l'accent sur l'innovation, les données et les technologies branchées.

Processus de réception des demandes : ouvert  
Durée du programme **2017-2027**

## PROGRAMMES SUR LES DONNÉES ET LA RECHERCHE

### PROJET D'IMMEUBLES RÉSILIENTS AU CLIMAT ET D'INFRASTRUCTURES PUBLIQUES DE BASE

**42,5 M\$, programme de recherche**

- Fournit des fonds au Conseil national de recherches pour l'élaboration de lignes directrices, de normes et de spécifications visant à éclairer les modifications apportées aux codes du bâtiment au Canada.

**Fonds entièrement engagés**  
Durée du programme : **2018-2024**

### INITIATIVE DE RECHERCHE ET DE CONNAISSANCES

**10 M\$, programme fondé sur le mérite (7 M\$ disponible)**

- Vise à renforcer la capacité externe par le financement de projets de recherche et de collecte de données contribuant à la prise de décisions fondées sur des données probantes en prévision des investissements futurs.

Processus de réception des demandes : pas encore lancé  
Durée du programme : **2018-2024**

## GRANDS PROJETS DE PONTS

### PONT INTERNATIONAL GORDIE-HOWE

**5,7 G\$, pont + projet d'installations frontalières**

- Projet de passage frontalier international qui façonnera notre pays et qui permettra d'accroître la capacité du corridor commercial canado-américain le plus achalandé.
- Il tiendra compte de la croissance future de l'achalandage et du commerce et créera des emplois à long terme et des débouchés économiques dans les deux pays.

Période de construction : **2018-2024**

### PONT SAMUEL-DE CHAMPLAIN

**4,5 G\$, projet de pont**

- Remplace l'un des ponts les plus achalandés du Canada.
- Permettra des échanges commerciaux internationaux évalués à environ 20 G\$ par année.
- Lien commercial et de banlieue crucial avec la région de Montréal et la province de Québec.

Période de construction : **2015-2019**

## PROGRAMMES OFFERTS PAR LA FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

### PROGRAMME DE GESTION DES ACTIFS MUNICIPAUX

**110 M\$, programme d'allocations (91,8 M\$ disponible)**

- Soutien direct aux municipalités.
- Renforcer la capacité relative aux pratiques de gestion des actifs.

Processus de réception des demandes : ouvert  
Durée du programme : **2017-2024**

### GREEN MUNICIPAL FUND

**1,75 G\$, programme d'allocations (non financé par INFC)**

- Encourage la création de projets environnementaux municipaux au moyen de subventions, de prêts et de garanties de prêts.
- Infrastructure Canada fournit une surveillance et des conseils stratégiques, mais pas de financement.

Processus de réception des demandes : ouvert  
Durée du programme : **2017-2024**

### PROGRAMME MUNICIPALITÉS POUR L'INNOVATION CLIMATIQUE

**75 M\$, programme d'allocations (49,5 M\$ disponible)**

- Encourage les municipalités à se préparer aux défis liés au climat.
- Favorise la réduction des gaz à effet de serre.

Processus de réception des demandes : clos  
Durée du programme : **2017-2024**

## AUTRES INITIATIVES DU PORTEFEUILLE

### BANQUE DE L'INFRASTRUCTURE DU CANADA

**35 G\$ (financement actuel), société d'État**

- Les sociétés d'État ont le mandat d'utiliser l'aide fédérale pour attirer les investissements du secteur privé et des institutions dans de nouveaux projets générateurs de revenus.
- Investissements dans le transport en commun, les corridors commerciaux et de transport, les infrastructures vertes et les services à large bande.

Années d'exploitation : **en cours (financement actuel jusqu'en 2028)**

### SECTEUR RIVERAIN DE TORONTO

**Projet tripartite**

- Initiative tripartite de revitalisation visant à aménager un important terrain sous-développé dans le secteur riverain de Toronto.

## ANCIENS PROGRAMMES

### NOUVEAU FONDS CHANTIERS CANADA

**14 G\$, programme d'allocations**

- Financement pour des projets qui contribuent à la croissance économique, à un environnement propre et au renforcement des collectivités.
- Deux composantes :**
  - Infrastructures provinciales-territoriales
  - Infrastructures nationales

Processus de présentation des demandes : clos  
**Fonds entièrement engagés**  
Durée du programme : **2016-2028**

### FONDS CHANTIERS CANADA

**8,8 G\$, programme d'allocations**

- Investissements dans des projets de grande envergure (réseau routier national, transport en commun et énergie verte) et de petite envergure (installations culturelles et sportives).
- Deux volets :**
  - Grandes infrastructures
  - Collectivités

Processus de présentation des demandes : clos  
**Fonds entièrement engagés**  
Durée du programme : **2009-2023**

### FONDS POUR L'EAU POTABLE ET LE TRAITEMENT DES EAUX USÉES

**2 G\$, programme d'allocations**

- Financement à court terme pour la réhabilitation, l'optimisation et la planification des infrastructures d'eau potable et d'eaux usées.

Processus de réception des demandes : clos  
**Fonds entièrement engagés**  
Durée du programme : **2016-2021**

### FONDS POUR L'INFRASTRUCTURE VERTE

**1 G\$, programme fondé sur le mérite**

- Appuie les projets qui améliorent la qualité de l'environnement et la viabilité économique à long terme.

Processus de réception des demandes : clos  
**Fonds entièrement engagés**  
Durée du programme : **2009-2028**

### FONDS SUR L'INFRASTRUCTURE FRONTALIÈRE

**600 M\$, programme fondé sur le mérite**

- Financement des infrastructures matérielles ayant favorisé la libre circulation des personnes et des biens aux frontières du Canada.

Processus de réception des demandes : clos  
**Fonds entièrement engagés**  
Durée du programme : **2003-2021**

### FONDS POUR L'INFRASTRUCTURE DE TRANSPORT EN COMMUN

**3,4 G\$, programme d'allocations**

- Financement à court terme pour la remise en état du transport en commun et la planification des réseaux de transport en commun.

Processus de réception des demandes : clos  
**Fonds entièrement engagés**  
Durée du programme : **2016-2021**

### FONDS CANADIEN SUR L'INFRASTRUCTURE STRATÉGIQUE

**4,3 G\$, programme fondé sur le mérite**

- Financement de projets stratégiques de grande envergure axés sur le rendement économique et le développement urbain.

Processus de réception des demandes : clos  
**Fonds entièrement engagés**  
Durée du programme : **2002-2021**

### FONDS PPP CANADA

**1,3 G\$, programme d'allocations**

- Vise à faire progresser le modèle de partenariat public-privé au sein des administrations locales et régionales au moyen d'ententes de financement à long terme.

Processus de réception des demandes : clos  
**Fonds entièrement engagés**  
Durée prévue du financement : **2009-2023**

---

# INVESTING IN CANADA INFRASTRUCTURE PROGRAM

## MANDATE

- The Investing in Canada Infrastructure Program is a \$33.5 billion program to provide federal cost-share funding support for infrastructure projects in communities across the country that will collectively advance national economic, social, and environmental outcomes.

## DESCRIPTION

- Launched in 2017-18, the ten-year program has been designed to provide long-term, stable funding for public infrastructure initiatives across Canada. It is being delivered through bilateral agreements signed in 2018 with each province and territory. Allocations for each province and territory are set out in those agreements, each of which can be found on the Infrastructure Canada website.
- Funding levels have largely been set via a per capita allocation on top of a base amount. The funding has been allocated to provinces and territories under four funding streams, as follows:
  - **Public Transit:** This stream provides funding for the construction, expansion, improvement and rehabilitation of public transit infrastructure, and supports active transportation that enhances mobility options and strengthens communities.
  - **Green Infrastructure:** The Green Infrastructure stream is further divided into three sub-streams: climate change mitigation (supports greenhouse gas mitigation projects); adaptation, resilience, and disaster mitigation (infrastructure projects that will help communities adapt to the impacts of a changing climate); and environmental quality (such as water and wastewater infrastructure).
  - **Community, Culture and Recreation Infrastructure:** This stream funds new, expanded or renewed community, cultural and recreational facilities.
  - **Rural and Northern Communities Infrastructure:** This stream provides funding to smaller communities to address various rural and northern specific needs related to broadband, food security, transportation, energy and, where it supports the Truth and Reconciliation Commission's objectives, education and health facilities. It also includes the \$400 million Arctic Energy Fund to address energy security in the territories.
- Provinces and territories are responsible for identifying and prioritizing eligible projects through engagement with local and regional governments, and Indigenous Ultimate Recipients and submitting projects to Infrastructure Canada and, if approved by Infrastructure Canada, flowing funds to eligible recipients.
- The Program uses an outcomes-based approach to eligibility, meaning that, to be eligible for funding, projects must directly support at least one immediate outcome sought under the program (see Annex A).

- Project eligibility is also dependent on stream-specific requirements and exclusions as well as horizontal federal requirements, as specified in the bilateral agreements. Horizontal federal requirements include, for projects meeting specified criteria, a Climate Lens assessment and consideration of Community Employment Benefits.
  - **The Climate Lens assessment** requires projects to submit a greenhouse gas mitigation assessment and a climate change resilience assessment to ensure that climate change considerations are factored into the development of projects.
  - The **Community Employment Benefits** initiative requires project proponents to consider establishing targets to increase employment opportunities for workers from under-represented groups, as well as to increase opportunities for small and medium-sized enterprises and social enterprises.
- As part of the overall management of the Program, provinces and territories must also submit three-year rolling Infrastructure Plans, to provide a better understanding of their approach to managing the prioritization of future projects and their progress on advancing program targets and outcomes.

## FUNDING

| Project Funding Envelope <sup>1</sup> : |           | Funding Still Available: |         | Projects Approved and Announced: |
|---|-----------|--------------------------|---------|----------------------------------|
| \$31.3 B                                |           | \$22.2 B                 |         | 471                              |
| Funding Profile:                        |           |                          |         |                                  |
| 2018-19                                 | 2019-20   | 2020-21                  | 2021-22 | 2022-23                          |
| \$14.5 M                                | \$634.6 M | \$1.5 B                  | \$1.7 B | \$2.3 B                          |
| 2023-24                                 | 2024-25   | 2025-26                  | 2026-27 | 2027-28                          |
| \$3.2 B                                 | \$3.8 B   | \$5.7 B                  | \$5.7 B | \$7 B                            |

- Annex B provides further information on the funding envelopes by jurisdiction per stream.

<sup>1</sup> The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

---

## CURRENT STATUS

- Infrastructure Canada is working with provinces and territories to support the continued implementation of the Program, including looking for opportunities to strengthen administrative efficiencies and make other adjustments as required.
- To this end, for example, the department is piloting a progress billing initiative in Alberta and Nova Scotia, which aims to better align the flow of funding with incremental progress on projects through payments to jurisdictions three times per year.
- Though the Program is still in early implementation, significant progress has been made under all streams, such as:
  - 883 (new and expansion) transit vehicles;
  - 6 new or expanded subway/light rail transit lines;
  - 66 approved projects in that focus on wastewater in the Environmental Quality sub-stream; and
  - 156,082 new households that have access to broadband at project conclusion.

## NEXT STEPS

- Project approvals continue to be a top priority. Funding approval for projects is the responsibility of the Minister of Infrastructure and Communities. For projects under the Rural and Northern Communities Infrastructure stream, funding approval can also be granted by the Minister of Rural and Economic Development. Some projects require the approval of the Treasury Board, in accordance with the delegation of authorities.
- An evaluation of the Program is planned for 2022-23. The focus will be on early impacts of projects selected to date and on how the Program's design is supporting the achievement of intermediate and long-term outcomes.



## ANNEX A: IMMEDIATE OUTCOMES FOR EACH OF THE INVESTING IN CANADA INFRASTRUCTURE PROGRAM FUNDING STREAMS AND SUB-STREAMS

| Funding Stream   | Immediate Outcome  |
|--|--|
| <b>Public Transit</b>  | Improved capacity of public transit infrastructure<br>Improved quality and safety of existing and future transit systems<br>Improved access to public transit systems  |
| <b>Green Infrastructure - Climate Change Mitigation</b>                      | Increased capacity to manage more renewable energy<br>Increased access to clean energy transportation<br>Increased energy efficiency of buildings<br>Increased generation of clean energy  |
| <b>Green Infrastructure - Adaptation, Resilience and Disaster Mitigation</b> | Increased structural capacity to adapt to climate change impacts, natural disasters and extreme weather events<br>Increased natural capacity to adapt to climate change impacts, natural disasters and extreme weather events  |
| <b>Green Infrastructure - Environmental Quality</b>                          | Increased capacity to treat and manage wastewater and stormwater<br>Increased access to potable water<br>Increased capacity to reduce or remediate soil and air pollutants   |
| <b>Community, Culture and Recreation Infrastructure</b>                      | Improved access to and increased quality of community, cultural and recreational infrastructure for Canadians, including Indigenous Peoples and vulnerable populations.  |
| <b>Rural and Northern Communities Infrastructure</b>                         | Improved food security<br>Improved and more reliable road, air and marine infrastructure<br>Improved broadband connectivity<br>More efficient and reliable energy (The Arctic Energy Fund can only be applied to this outcome)<br>Improved education and health facilities (specific to Truth and Reconciliation Commission) |

## Infrastructure Plan - PHASE 2

### Provincial and Territorial Project Funding Envelopes (as of Oct 16,2019)

| JURISDICTION            | PUBLIC TRANSIT           | GREEN                   | COMMUNITY,<br>CULTURE &<br>RECREATION | RURAL AND<br>NORTHERN*  | TOTAL ALLOCATION         |
|-------------------------|--------------------------|-------------------------|---------------------------------------|-------------------------|--------------------------|
| Newfoundland & Labrador | \$ 108,368,833           | \$ 300,417,377          | \$ 39,512,400                         | \$ 103,964,235          | \$ 552,262,845           |
| Prince Edward Island    | \$ 26,494,894            | \$ 223,351,721          | \$ 28,450,243                         | \$ 80,966,769           | \$ 359,263,627           |
| Nova Scotia             | \$ 286,693,431           | \$ 378,095,460          | \$ 50,733,020                         | \$ 104,686,318          | \$ 820,208,229           |
| New Brunswick           | \$ 163,479,251           | \$ 343,529,716          | \$ 45,747,762                         | \$ 113,437,766          | \$ 666,194,495           |
| Québec                  | \$ 4,339,201,949         | \$ 2,584,288,639        | \$ 251,792,553                        | \$ 285,295,479          | \$ 7,460,578,620         |
| Ontario                 | \$ 7,394,246,194         | \$ 2,223,533,590        | \$ 403,129,346                        | \$ 295,359,346          | \$ 10,316,268,476        |
| Manitoba                | \$ 540,678,441           | \$ 447,272,662          | \$ 60,713,465                         | \$ 111,690,824          | \$ 1,160,355,392         |
| Saskatchewan            | \$ 304,792,315           | \$ 412,171,326          | \$ 55,649,268                         | \$ 114,746,868          | \$ 887,359,777           |
| Alberta                 | \$ 2,091,816,770         | \$ 1,247,561,026        | \$ 140,257,861                        | \$ 159,290,533          | \$ 3,638,926,191         |
| British Columbia        | \$ 2,678,991,935         | \$ 899,130,345          | \$ 156,374,851                        | \$ 165,254,819          | \$ 3,899,751,950         |
| Yukon                   | \$ 9,822,007             | \$ 204,522,062          | \$ 25,699,769                         | \$ 200,099,088          | \$ 440,142,926           |
| Northwest Territories   | \$ 8,196,535             | \$ 204,531,239          | \$ 25,722,214                         | \$ 322,187,412          | \$ 560,637,400           |
| Nunavut                 | \$ -                     | \$ 200,823,353          | \$ 25,235,247                         | \$ 323,580,035          | \$ 549,638,635           |
| <b>TOTAL</b>            | <b>\$ 17,952,782,556</b> | <b>\$ 9,669,228,516</b> | <b>\$ 1,309,017,999</b>               | <b>\$ 2,380,559,493</b> | <b>\$ 31,311,588,563</b> |

\*Arctic Energy Fund is reflected in Rural and Northern

The Project Funding Envelopes noted in this Annex represent the total amount available for projects under the program or stream after funding transfers to and from other programs (e.g., a transfer of \$1.1 billion to the New Building Canada fund to provide funding for the Ottawa Light Rail Stage 2 project). They are also the net of administrative costs for provinces, territories and Infrastructure Canada.

## Phase 2 du plan d'infrastructure

### Enveloppes de financement pour les projets provinciaux et territoriaux (en date du 16 octobre 2019)

| ADMINISTRATION            | TRANSPORT EN<br>COMMUN   | INFRASTRUCTURE<br>VERTE | INFRASTRUCTURES<br>COMMUNAUTAIRES,<br>CULTURELLES ET<br>RÉCRÉATIVES | COLLECTIVITÉS<br>RURALES ET<br>NORDIQUES* | AFFECTATIONS<br>TOTALES  |
|---------------------------|--------------------------|-------------------------|---|---|--------------------------|
| Terre-Neuve-et-Labrador   | \$ 108,368,833           | \$ 300,417,377          | \$ 39,512,400   | \$ 103,964,235                            | \$ 552,262,845           |
| Île-du-Prince-Édouard     | \$ 26,494,894            | \$ 223,351,721          | \$ 28,450,243   | \$ 80,966,769                             | \$ 359,263,627           |
| Nouvelle-Écosse           | \$ 286,693,431           | \$ 378,095,460          | \$ 50,733,020   | \$ 104,686,318                            | \$ 820,208,229           |
| Nouveau-Brunswick         | \$ 163,479,251           | \$ 343,529,716          | \$ 45,747,762   | \$ 113,437,766                            | \$ 666,194,495           |
| Québec                    | \$ 4,339,201,949         | \$ 2,584,288,639        | \$ 251,792,553  | \$ 285,295,479                            | \$ 7,460,578,620         |
| Ontario                   | \$ 7,394,246,194         | \$ 2,223,533,590        | \$ 403,129,346  | \$ 295,359,346                            | \$ 10,316,268,476        |
| Manitoba                  | \$ 540,678,441           | \$ 447,272,662          | \$ 60,713,465   | \$ 111,690,824                            | \$ 1,160,355,392         |
| Saskatchewan              | \$ 304,792,315           | \$ 412,171,326          | \$ 55,649,268   | \$ 114,746,868                            | \$ 887,359,777           |
| Alberta                   | \$ 2,091,816,770         | \$ 1,247,561,026        | \$ 140,257,861  | \$ 159,290,533                            | \$ 3,638,926,191         |
| Colombie-Britannique      | \$ 2,678,991,935         | \$ 899,130,345          | \$ 156,374,851  | \$ 165,254,819                            | \$ 3,899,751,950         |
| Yukon                     | \$ 9,822,007             | \$ 204,522,062          | \$ 25,699,769   | \$ 200,099,088                            | \$ 440,142,926           |
| Territoires du Nord-Ouest | \$ 8,196,535             | \$ 204,531,239          | \$ 25,722,214   | \$ 322,187,412                            | \$ 560,637,400           |
| Nunavut                   | \$ -                     | \$ 200,823,353          | \$ 25,235,247   | \$ 323,580,035                            | \$ 549,638,635           |
| <b>TOTAL</b>              | <b>\$ 17,952,782,556</b> | <b>\$ 9,669,228,516</b> | <b>\$ 1,309,017,999</b>   | <b>\$ 2,380,559,493</b>                   | <b>\$ 31,311,588,563</b> |

\*Le Fonds pour l'énergie dans l'Arctique est inclus dans le volet collectivités rurales et nordiques

Les enveloppes de financement de projets indiquées dans la présente annexe représentent le montant total disponible pour les projets dans le cadre du programme ou du volet après les transferts de fonds à d'autres programmes (p. ex. un transfert de 1,1 milliard de dollars au Fonds Chantiers Canada pour financer le projet de la phase 2 du train léger d'Ottawa). Ils sont également nets des coûts administratifs pour les provinces, les territoires et Infrastructure Canada.

---

# DISASTER MITIGATION AND ADAPTATION FUND

## MANDATE

- The Disaster Mitigation and Adaptation Fund invests in large-scale infrastructure projects, including natural infrastructure, to enable communities to better withstand current and future natural risks, as well as the continuity of services.

## DESCRIPTION

- Launched in May 2018, the \$2 billion Fund is a merit-based, competitive program that offers a complementary approach to support to the provincial and territorial funding allocations provided for climate change resilience projects across the country under the Investing in Canada Infrastructure Program's Green Infrastructure Stream.
- The Fund is designed to support significant, large-scale disaster mitigation and adaptation projects with total eligible costs of at least \$20 million. The cost sharing and stacking limits are in Annex A. Eligible projects include:
  - New construction of public infrastructure including natural infrastructure; and
  - Modification and/or reinforcement including rehabilitation and expansion of existing public infrastructure including natural infrastructure.
- The Fund is designed to have periodic calls for applications through a two-step, competitive process:
  - **Step I: Expression of Interest (EOI) Application:** This step is mandatory and determines project eligibility;
  - **Step II: Full Application:** Successful applicants from the first step are invited to submit the full application. The full applications are assessed against merit criteria and federal requirements.
- In addition, in cases where the Minister of Infrastructure and Communities, in consultation with the Minister of Public Safety and Emergency Preparedness, has identified a specific area of concern due to urgent and emergent situations, projects can be considered outside the competitive intake process. For instance, in June 2019, provincial and territorial Ministers were invited to submit applications outside of the competitive process in response to the spring 2019 flooding events and other hazard risks, such as wildland fires.

## FUNDING

| Program Allocation: |           | Funding Still Available: |           | Projects Approved and Announced: |
|---------------------|-----------|--------------------------|-----------|----------------------------------|
| \$2 B               |           | \$232.2 M                |           | 59                               |
| Funding Profile:    |           |                          |           |                                  |
| Prior to 2019-20    | 2019-20   | 2020-21                  | 2021-22   | 2022-23                          |
| \$0                 | \$128.3 M | \$113.8 M                | \$199.2 M | \$199.2 M                        |
| 2023-24             | 2024-25   | 2025-26                  | 2026-27   | 2027-28                          |
| \$249.2 M           | \$249.2 M | \$254.2 M                | \$299.2 M | \$299.2 M                        |

| Approved Projects by Type of Hazard |               |         |       |   |            |
|-------------------------------------|---------------|---------|-------|---|------------|
| Flooding                            | Wildland Fire | Erosion | Storm | Other (drought, permafrost, extreme temperatures) | Earthquake |
| 66%                                 | 5%            | 9%      | 8%    | 10%   | 2%         |

## CURRENT STATUS

- There is significant interest in the program from across the country. The Fund's first competitive intake process launched in May 2018 identified more than \$6 billion in potential federal investment opportunities.
- An internal audit of the Fund has been initiated by Infrastructure Canada's Audit and Evaluation Branch. The audit will focus primarily on the Fund's first intake and review processes. Future audits will likely focus on implementation and governance.
- Due to the scale of the funding sought under the first intake, only eligible projects with construction start dates in 2019 and 2020 were invited to the Full Application phase of the program.
- Overall, program uptake by provinces and territories, as opposed to other partners and stakeholders, has been limited. The program has been popular with municipalities; municipal projects represent 73 percent of projects approved. The majority of projects from municipalities do not include any provincial/territorial funding contributions.

- 
- In terms of outcomes, all projects approved seek to increase their communities' resilience by reducing at least one of the following indicators: local economic loss; percentage of people directly affected; percentage of population without essential services; and percentage of missing people and loss of lives. In addition, the approved projects are expected to result in average long-term savings of 14:1.

## NEXT STEPS

- The timing of a potential second intake under the Fund remains to be determined.

## ANNEX A: DISASTER MITIGATION AND ADAPTATION FUND (DMAF) ELIGIBILITY CRITERIA AND MERIT CRITERIA

| Eligibility Criteria                         | Details  |
|--|--|
| <b>Project Schedule</b>                      | Within the DMAF program timeline (March 31, 2028)  |
| <b>Minimum Threshold</b>                     | \$20 million in total eligible costs   |
| <b>Cost Sharing and Stacking</b>             | <ul style="list-style-type: none"> <li>▪ Up to 50% for provincial assets;</li> <li>▪ Up to 40% for municipal and not-for-profit assets;</li> <li>▪ Up to 75% for territorial and Indigenous assets*;</li> <li>▪ Up to 25% for for-profit assets.</li> </ul> <p>*For Indigenous assets, additional funding from any applicable federal source to a maximum federal contribution of 100%</p> |
| <b>Recipient Type</b>                        | Municipal, Regional, Provincial, Territorial, For-profit, Not-for-profit and Indigenous communities  |
| <b>Nature of the Project</b>                 | New construction, rehabilitation and/or expansion of an existing asset   |
| <b>Asset Ownership, Use or Benefit</b>       | The DMAF focuses on public infrastructure. Privately owned assets need to demonstrate public benefit.  |
| <b>National Significance</b>                 | <p>DMAF projects need to meet at least one of the six national significance criteria*</p> <p>*For example, reduce impacts on critical infrastructure, including essential services.</p>  |
| <b>Alignment with the Program Objectives</b> | DMAF projects must align with program objectives   |

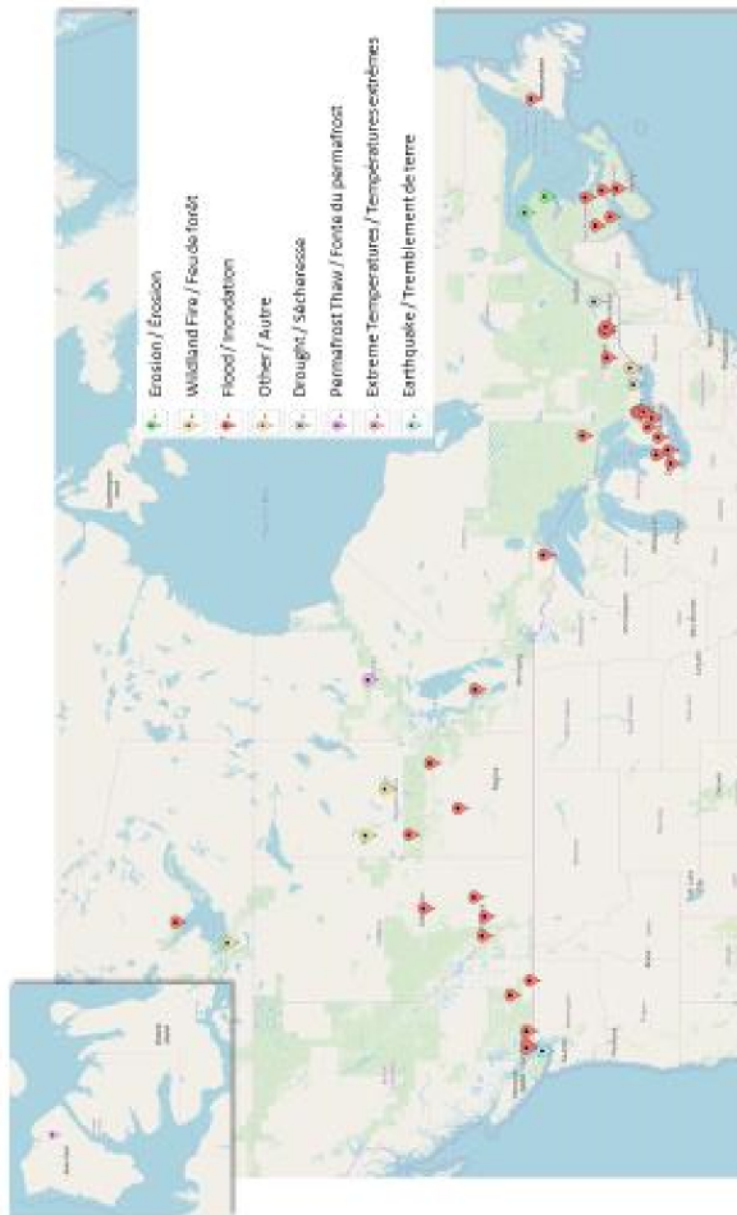
| Merit Criteria  | Details  |
|---|--|
| <b>Hazard Risk Assessment</b>                             | To assess the likelihood and impact of the hazard risk in consideration of current and future climate change impacts within the asset lifecycle. Socio-economic impacts are considered, including four key indicators: loss of lives/missing people; directly affected people; local economic loss; and population without essential services. |
| <b>Extent to which the project strengthens resilience</b> | To assess the expected risk impacts on a community. Applicants must indicate the impacts on the four key indicators before and after project completion.   |
| <b>Return on Investment</b>                               | The ROI ratio measures the estimated disaster losses avoided by the investment, within the asset lifecycle.  |
| <b>Project rationale</b>                                  | Assess the investment rationale which could include the options considered for the project. Applicants must describe   |

---

|  |  |
|--|--|
|  | why the proposed project is the best and most appropriate option to address the natural hazard risk.   |
| <b>Innovation</b>  | To assess if innovative measures are considered as part of the project, including natural infrastructure, innovative technologies, global best practices.  |
| <b>Risk Transfer Management Measures</b>   | Must demonstrate that the proposed project addresses comprehensively the broad impacts of the hazard risk.   |
| <b>Alignment with relevant municipal/provincial/territorial plans, strategies and frameworks</b> | Projects are required to align with existing municipal/provincial/territorial plans, strategies and frameworks as well as legislation and regulations more broadly.  |
| <b>Public and Indigenous Engagement</b>  | Applicants must demonstrate that they have or will engage with province(s) or territory(ies) in which the project is situated, affected communities including Indigenous communities and the general public. |
| <b>Risks associated with project management and implementation</b>                               | Applicants must demonstrate the potential risks they could encounter during the project implementation.  |
| <b>Project Benefits</b>  | Merit is awarded to projects that offer additional benefits to Canadians, such as addressing multiple hazards, and providing environmental value and/or protecting valuable cultural assets.                 |



## ANNEX B: PROJECT MAP



Annexe C

Projets du FAAC en date du 18 octobre 2019

| Province/Territoire                     | Bénéficiaire                          | Titre du projet  | Contribution fédérale |
|---|---------------------------------------|--|-----------------------|
| <b>ALBERTA - 4 PROJETS</b>              |                                       |  | <b>\$ 258,026,000</b> |
| Alberta                                 | Ministère des Transports de l'Alberta | Projet de réservoir hors cours d'eau de Springbank (SR1)   | \$ 168,500,000        |
| Alberta                                 | Ville de Drumheller                   | Atténuation des inondations de Drumheller le long de la vallée de la rivière Red Deer                          | \$ 22,000,000         |
| Alberta                                 | Ville de Canmore                      | Atténuation des inondations pour des ruisseaux de montagne de la vallée Bow                                    | \$ 13,760,000         |
| Alberta                                 | Ville d'Edmonton                      | Zones tampons riveraines et urbaines pour l'atténuation des inondations  | \$ 53,766,000         |
| <b>COLOMBIE-BRITANNIQUE - 6 PROJETS</b> |                                       |  | <b>\$ 192,763,823</b> |
| Colombie-Britannique                    | Skwah First Nation                    | Protection contre les inondations pour la première nation Skwah et la ville de Chilliwack                      | \$ 45,000,000         |
| Colombie-Britannique                    | Corporation de la Ville de Victoria   | Infrastructure souterraine résiliente au climat et aux séismes   | \$ 15,393,320         |
| Colombie-Britannique                    | Ville de Kelowna                      | Protection contre les inondations du ruisseau Mill   | \$ 22,000,000         |
| Colombie-Britannique                    | Ville de Surrey                       | Protection contre les inondations côtières pour les villes de Surrey et Delta, et la première nation Semiahmoo | \$ 76,602,850         |
| Colombie-Britannique                    | Ville de Richmond                     | Programme de protection contre les inondations de Richmond   | \$ 13,780,000         |
| Colombie-Britannique                    | Ville de Grand Forks                  | Atténuation des inondations pour Grand Forks et le district régional de Kootenay Boundary                      | \$ 19,987,653         |
| <b>MANITOBA - 2 PROJETS</b>             |                                       |  | <b>\$ 270,700,000</b> |

Annexe C

Projets du FAAC en date du 18 octobre 2019

| Province/Territoire                          | Bénéficiaire   | Titre du projet   | Contribution fédérale |
|--|--|---|-----------------------|
| Manitoba                                     | Province du Manitoba   | Les Lacs de Manitoba et St. Martin  | \$ 247,500,000        |
| Manitoba                                     | Thompson Regional Airport Authority                                  | Projet de réaménagement de l'aérogare   | \$ 23,200,000         |
| <b>NOUVEAU BRUNSWICK - 3 PROJETS</b>         |  |   | <b>\$ 36,889,074</b>  |
| Nouveau-Brunswick                            | Ville de Saint John  | Stratégie d'atténuation des inondations de Saint John   | \$ 11,916,074         |
| Nouveau-Brunswick                            | Ministère des Transports et de l'Infrastructure du Nouveau-Brunswick | Autoroute de dégagement no 11 du Nouveau-Brunswick : atténuation et amélioration des ponceaux   | \$ 13,573,000         |
| Nouveau-Brunswick                            | Ville de Fredericton   | Multiplis projets d'infrastructures naturelles et structurelles pour s'adapter aux crues fluviales et pluviales à Fredericton             | \$ 11,400,000         |
| <b>TERRE-NEUVE ET LABRADOR - 1 PROJET</b>    |  |   | <b>\$ 15,180,000</b>  |
| Terre-Neuve et Labrador                      | Gouvernement de Terre-Neuve et Labrador                              | Remplacement de ponts routiers provinciaux  | \$ 15,180,000         |
| <b>TERRITOIRES DU NORD-OUEST - 3 PROJETS</b> |  |   | <b>\$ 64,112,218</b>  |
| Territoires du Nord-Ouest                    | Ville de Yellowknife   | Atténuation des risques d'inondation dans la région de Yellowknife  | \$ 25,862,218         |
| Territoires du Nord-Ouest                    | Ministère des Infrastructures des Territoires du Nord-Ouest          | Adaptation des structures de surface de l'aéroport d'Inuvik pour la résilience aux changements climatiques                                | \$ 16,500,000         |
| Territoires du Nord-Ouest                    | Gouvernement des Territoires du Nord-Ouest                           | Augmentation de la capacité de stockage de carburant afin de réduire les impacts des feux de forêt sur les services essentiels et publics | \$ 21,750,000         |
| <b>NOUVELLE-ÉCOSSE - 2 PROJETS</b>           |  |   |                       |

Annexe C

Projets du FAAC en date du 18 octobre 2019

| Province/Territoire         | Bénéficiaire  | Titre du projet  | Contribution fédérale |
|-----------------------------|---|--|-----------------------|
| Nouvelle-Écosse             | Province de la Nouvelle-Écosse  | Modernisation de la construction dans la baie de Fundy pour la protection de 60 collectivités contre les impacts des inondations côtières  | \$ 24,997,500         |
| Nouvelle-Écosse             | Ministère des Transports et du Renouvellement de l'infrastructure de la Nouvelle-Écosse | Amélioration des digues et des aboiteaux pour la protection des villes de Windsor, de Falmouth et des régions avoisinantes   | \$ 32,000,000         |
| <b>ONTARIO - 23 PROJETS</b> |   |  | <b>\$ 530,981,028</b> |
| Ontario                     | Ville de Markham  | Projet de contrôle des inondations de la ville de Markham  | \$ 48,640,000         |
| Ontario                     | Ville de Sarnia   | Séparation des égouts unitaires – Projet d'atténuation des inondations et des débordements   | \$ 10,412,000         |
| Ontario                     | Municipalité Régionale de York  | Travaux d'atténuation des débordements à la station de pompage des eaux usées d'Aurora   | \$ 8,280,000          |
| Ontario                     | Municipalité Régionale de York  | Amélioration des infrastructures naturelles et restauration de la forêt urbaine dans la région de York   | \$ 10,136,000         |
| Ontario                     | Mohawks de la baie de Quinte  | Projet de réduction de la sécheresse sur le territoire des Mohawks de la baie de Quinte  | \$ 30,093,216         |
| Ontario                     | Municipalité Régionale de York  | Projet de jumelage des conduites de refoulement du réseau d'égout de York et de Durham   | \$ 48,000,000         |
| Ontario                     | Ville de Toronto  | Construction du réseau d'égouts pluvial principal Fairbank-Silverthorn pour assurer la protection des sous-sols contre les inondations et la réduction des débordements d'égout unitaire | \$ 73,200,000         |

**Annexe C**

**Projets du FAAC en date du 18 octobre 2019**

| Province/Territoire | Bénéficiaire                                      | Titre du projet   | Contribution fédérale |
|---------------------|---|---|-----------------------|
| Ontario             | Ville de Toronto                                  | Construction de l'égout pluvial de secours du quartier Midtown de Toronto pour la protection des sous-sols contre les inondations | \$ 37,160,000         |
| Ontario             | Ville de Vaughan                                  | Mise en œuvre des projets d'atténuation des inondations reliées aux eaux pluviales de Vaughan                                     | \$ 16,588,299         |
| Ontario             | Ville de Hamilton                                 | Ensemble de projets de la Ville de Hamilton – Tempêtes extrêmes – Résilience de la protection du littoral                         | \$ 12,686,000         |
| Ontario             | Upper Thames River Conservation Authority (UTRCA) | Reconstruction de la digue de West London   | \$ 10,000,000         |
| Ontario             | Ville de Windsor                                  | Initiative d'atténuation des catastrophes et d'amélioration de l'infrastructure de la ville de Windsor                            | \$ 32,090,691         |
| Ontario             | Corporation de la Ville de Thunder Bay            | Projet communautaire d'atténuation des inondations  | \$ 13,249,200         |
| Ontario             | Municipalité de Chatham-Kent                      | Atténuation des inondations dans Chatham-Kent le long des rivières Thames et Sydenham   | \$ 16,575,200         |
| Ontario             | Ville de Kitchener                                | Adaptation du réseau d'eaux pluviales de Kitchener  | \$ 49,990,000         |
| Ontario             | Ville du Grand Sudbury                            | Atténuation et contrôle des inondations et améliorations à apporter dans le bassin versant du ruisseau Junction                   | \$ 8,840,000          |
| Ontario             | Toronto and Region Conservation Authority (TRCA)  | Projet de gestion du risque d'érosion des ravins et d'atténuation des risques liés à l'érosion des ravins de la région de Toronto | \$ 22,311,578         |

Annexe C

Projets du FAAC en date du 18 octobre 2019

| Province/Territoire        | Bénéficiaire  | Titre du projet  | Contribution fédérale |
|----------------------------|---|--|-----------------------|
| Ontario                    | Ville de Toronto  | Réparer et restaurer le couvert arboré et les constructions riveraines du secteur riverain de Toronto, et en améliorer la résilience, pour les protéger contre les inondations et les tempêtes à venir | \$ 11,989,186         |
| Ontario                    | Ville de Kingston   | Travaux de protection des rives  | \$ 9,806,191          |
| Ontario                    | Ville de Kingston   | Infrastructure combinée de séparation des égouts et de gestion des eaux pluviales  | \$ 10,400,000         |
| Ontario                    | St. Clair Conservation Authority  | Remise en état des rives du lac Huron et de la rivière Sainte-Claire   | \$ 8,000,000          |
| Ontario                    | Toronto and Region Conservation Authority (TRCA)  | Projet d'atténuation des risques d'érosion dans le secteur riverain de Toronto   | \$ 33,794,667         |
| Ontario                    | Ville de Toronto  | Rehabilitation de ponceaux- 2020-21- Ville de Toronto  | \$ 8,738,800          |
| <b>QUÉBEC - 10 PROJETS</b> |   |  | <b>\$ 251,056,900</b> |
| Quebec                     | Ville de Montréal/Service de l'eau  | Construction d'un ouvrage de rétention visant la diminution des surverses lors de pluies abondantes  | \$ 21,280,000         |
| Quebec                     | Ville de Montréal/Service de l'eau  | Construction d'ouvrages de rétention pour le contrôle des débordements et des surcharges des réseaux unitaires lors de pluies abondantes   | \$ 33,060,400         |
| Quebec                     | Ministère des Transports, de la Mobilité durable et de l'Électrification des Transports (MTMDDET) | Réhabilitation du tronçon ferroviaire entre Port-Daniel-Gascons et Gaspé du Chemin de fer de la Gaspésie   | \$ 45,815,200         |



Annexe C

Projets du FAAC en date du 18 octobre 2019

| Province/Territoire             | Bénéficiaire  | Titre du projet  | Contribution fédérale |
|---------------------------------|---|--|-----------------------|
| Quebec                          | Ministère des Transports, de la Mobilité durable et de l'Électrification des Transports (MTMDDET) | Programme d'intervention pour protéger la route 132 contre les aléas côtiers   | \$ 13,200,500         |
| Quebec                          | Ville de Victoriaville  | Protection et sécurisation de l'approvisionnement en eau potable dans le réservoir Beaudet de la Ville de Victoriaville, Québec                    | \$ 16,000,000         |
| Quebec                          | Ville de Montréal/Service de l'eau  | Protection et amélioration de la résilience du secteur Pierrefonds-Roxboro face aux crues des eaux   | \$ 50,000,000         |
| Quebec                          | Ville de Gatineau   | Bassin versant du Ruisseau Wabassee  | \$ 22,510,000         |
| Quebec                          | Ste-Marthe-sur-le-lac   | Travaux de réfection, renforcement, rehaussement, imperméabilisation de la digue de la Ville de Sainte-Marthe-sur-le-lac                           | \$ 19,726,000         |
| Quebec                          | Deux-Montagnes  | Travaux de protection contre les inondations dans le secteur du Lac des Deux-Montagnes (Deux-Montagnes, Oka, Pointe-Calumet, St-Joseph-sur-le-lac) | \$ 17,949,080         |
| Quebec                          | Deux-Montagnes  | Travaux de protection contre les inondations dans le secteur de la rivière des Milles Iles (St-Eustache, Rosemère, Boisbriand)                     | \$ 11,515,720         |
| <b>SASKATCHEWAN - 5 PROJETS</b> |   |  | <b>\$ 82,396,300</b>  |
| Saskatchewan                    | Ville de Meadow Lake  | Remplacement des canalisations d'eaux usées et relocalisation de la lagune d'eaux usées de Meadow Lake   | \$ 8,000,000          |
| Saskatchewan                    | Saskatchewan Power Corporation  | Réduction des risques d'incendies de forêt et développement des capacités dans le nord de la Saskatchewan  | \$ 19,802,475         |



**Annexe C****Projets du FAAC en date du 18 octobre 2019**

| Province/Territoire       | Bénéficiaire   | Titre du projet  | Contribution fédérale   |
|---------------------------|--|--|-------------------------|
| Saskatchewan              | Ville de Saskatoon   | Stratégie de lutte contre les inondations  | \$ 21,600,000           |
| Saskatchewan              | Ministère de l'environnement de la Saskatchewan                | Projet de réduction des risques d'incendie de forêt et de résilience communautaire en Saskatchewan | \$ 20,493,825           |
| Saskatchewan              | Ministère des routes et de l'infrastructure de la Saskatchewan | Amélioration du couloir de l'Autoroute 55  | \$ 12,500,000           |
| <b>TOTAL - 59 PROJETS</b> |  |  | <b>\$ 1,759,102,843</b> |

Annex C

DMAF Project List as of October 18, 2019

| Province/Territory                   | Name of Recipient                              | Project Title  | Federal Contribution  |
|--------------------------------------|--|--|-----------------------|
| <b>ALBERTA - 4 PROJECTS</b>          |  |  | <b>\$ 258,026,000</b> |
| Alberta                              | Government of Alberta, Transportation Ministry | Springbank Off-Stream Reservoir (SR1) Project  | \$ 168,500,000        |
| Alberta                              | Town of Drumheller                             | Drumheller Flood Mitigation and Climate Change Adaptation System along the Red Deer River Valley                         | \$ 22,000,000         |
| Alberta                              | Town of Canmore                                | Flood Mitigation of Several Steep Mountain Creeks in the Bow Valley  | \$ 13,760,000         |
| Alberta                              | City of Edmonton                               | Riverine and Urban Buffer on Flood Mitigation  | \$ 53,766,000         |
| <b>BRITISH COLUMBIA - 6 PROJECTS</b> |  |  | <b>\$ 192,763,823</b> |
| British Columbia                     | Skwah First Nation                             | New dyke / flood barrier to protect Skwah FN and City of Chilliwack against flooding                                     | \$ 45,000,000         |
| British Columbia                     | Corporation of the City of Victoria            | Climate and Seismic Resilient Underground Infrastructure   | \$ 15,393,320         |
| British Columbia                     | City of Kelowna                                | Mill Creek Flood Protection  | \$ 22,000,000         |
| British Columbia                     | City of Surrey                                 | Reducing Coastal Flood Vulnerability in the Coastal Lowlands of City of Surrey, City of Delta and Semiahmoo First Nation | \$ 76,602,850         |
| British Columbia                     | City of Richmond                               | Richmond Flood Protection Program  | \$ 13,780,000         |
| British Columbia                     | Corporation of the City of Grand Forks         | Grand Forks and Regional District of Kootenay Boundary Structural and Natural Flood Mitigation                           | \$ 19,987,653         |
| <b>MANITOBA - 2 PROJECTS</b>         |  |  | <b>\$ 270,700,000</b> |
| Manitoba                             | Province of Manitoba                           | Lakes of Manitoba and St. Martin   | \$ 247,500,000        |

|  |   |   |           |                    |
|--|---|---|-----------|--------------------|
| Manitoba                                     | Thompson Regional Airport Authority                           | Air Terminal Building Redevelopment project   | \$        | 23,200,000         |
| <b>NEW BRUNSWICK - 3 PROJECTS</b>            |   |   | <b>\$</b> | <b>36,889,074</b>  |
| New Brunswick                                | City of Saint John (COSJ)                                     | Saint John Flood Mitigation Strategy  | \$        | 11,916,074         |
| New Brunswick                                | New Brunswick Department of Transportation and Infrastructure | NB Arterial Highway # 11: Culvert Mitigation and Improvement  | \$        | 13,573,000         |
| New Brunswick                                | City of Fredericton   | Multiple Natural and Structural Infrastructure Projects to Adapt to Pulival and Fluvial Flood Events in Fredericton | \$        | 11,400,000         |
| <b>NEWFOUNDLAND AND LABRADOR - 1 PROJECT</b> |   |   | <b>\$</b> | <b>15,180,000</b>  |
| Newfoundland & Labrador                      | Government of Newfoundland and Labrador                       | Replacement of provincial highway bridges   | \$        | 15,180,000         |
| <b>NORTHWEST TERRITORIES - 3 PROJECTS</b>    |   |   | <b>\$</b> | <b>64,112,218</b>  |
| Northwest Territories                        | City of Yellowknife   | Flood Hazard Mitigation for the Yellowknife Region  | \$        | 25,862,218         |
| Northwest Territories                        | Department of Infrastructure, Government of NWT               | Inuvik Airport - Adaptation to Increase the Resilience of the Surface Structures from Impacts of Climate Change     | \$        | 16,500,000         |
| Northwest Territories                        | Government of NWT   | Increase fuel storage capacity to mitigate impacts to the public and essential services due to wildfires            | \$        | 21,750,000         |
| <b>NOVA SCOTIA - 2 PROJECTS</b>              |   |   |           |                    |
| Nova Scotia                                  | Government of Nova Scotia - Department of Agriculture         | Construction Upgrades to Protect 60 Communities in Nova Scotia from the Impacts of Coastal Flooding                 | \$        | 24,997,500         |
| Nova Scotia                                  | Nova Scotia Transportation and Infrastructure Renewal (NSTIR) | Upgrades Aboiteaux and Dykes to Protect the Town of Windsor, Falmouth, and Surrounding Areas                        | \$        | 32,000,000         |
| <b>ONTARIO - 23 PROJECTS</b>                 |   |   | <b>\$</b> | <b>530,981,028</b> |
| Ontario                                      | Corporation of the City of Markham                            | City of Markham's Flood Control Program   | \$        | 48,640,000         |

|         |   |   |               |
|---------|---|---|---------------|
| Ontario | Corporation of the City of Sarnia                 | Combined Sewer Separation - Flooding and Overflow Mitigation Project  | \$ 10,412,000 |
| Ontario | Regional Municipality of York                     | Aurora Sewage Pumping Station Overflow Mitigation Work  | \$ 8,280,000  |
| Ontario | Regional Municipality of York                     | Natural Infrastructure - building climate change resilience through enhancement and restoration of the urban forest in York Region, Ontario | \$ 10,136,000 |
| Ontario | Mohawks of the Bay of Quinte                      | Expansion to water infrastructure to reduce risk & impacts of drought MBQ Territory.  | \$ 30,093,216 |
| Ontario | Regional Municipality of York                     | York Durham Sewage System Forcemain Twinning Project  | \$ 48,000,000 |
| Ontario | City of Toronto                                   | Construction of the Fairbank-Silverthorn Trunk Storm Sewer System for Basement Flooding Protection and Combined Sewer Overflow Reduction    | \$ 73,200,000 |
| Ontario | City of Toronto                                   | Construction of the Midtown Toronto Relief Storm Sewer for Basement Flooding Protection   | \$ 37,160,000 |
| Ontario | Corporation of the City of Vaughan                | Implementing Vaughan Stormwater Flood Mitigation projects   | \$ 16,588,299 |
| Ontario | City of Hamilton                                  | City of Hamilton Project Bundle - Extreme Storms - Shoreline Protection Resilience  | \$ 12,686,000 |
| Ontario | Upper Thames River Conservation Authority (UTRCA) | West London Dyke Reconstruction   | \$ 10,000,000 |
| Ontario | Corporation of the City of Windsor                | City of Windsor Disaster Mitigation and Infrastructure Enhancement Initiative   | \$ 32,090,691 |
| Ontario | Corporation of The City of Thunder Bay            | Community Flood Mitigation Project  | \$ 13,249,200 |
| Ontario | Municipality of Chatham-Kent                      | Flood Mitigation Along Thames & Sydenham Rivers   | \$ 16,575,200 |
| Ontario | Corporation of the City of Kitchener              | Kitchener Stormwater Network Adaptation   | \$ 49,990,000 |
| Ontario | City of Greater Sudbury                           | Flood mitigation, control and improvements in the Junction Creek Watershed  | \$ 8,840,000  |

|                             |  |   |                       |
|-----------------------------|--|---|-----------------------|
| Ontario                     | Toronto and Region Conservation Authority (TRCA) | Toronto Region Ravine Erosion Risk Management and Hazard Mitigation Project   | \$ 22,311,578         |
| Ontario                     | City of Toronto                                  | Repair, remediate, and enhance resilience of Toronto's tree canopy and waterfront shoreline structures to protect against future flooding and storm events. | \$ 11,989,186         |
| Ontario                     | City of Kingston                                 | Shoreline Protection Works  | \$ 9,806,191          |
| Ontario                     | City of Kingston                                 | Combined Sewer Separation and Storm Water Management Infrastructure   | \$ 10,400,000         |
| Ontario                     | St. Clair Conservation Authority                 | Shoreline Rehabilitation along Lake Huron and St. Clair River   | \$ 8,000,000          |
| Ontario                     | Toronto and Region Conservation Authority (TRCA) | Toronto Waterfront Erosion Hazard Mitigation Project  | \$ 33,794,667         |
| Ontario                     | City of Toronto                                  | City of Toronto 2020-21 Culvert Rehabilitation  | \$ 8,738,800          |
| <b>QUÉBEC - 10 PROJECTS</b> |  |   | <b>\$ 251,056,900</b> |
| Quebec                      | City of Montreal/Water Services                  | Construction of a retaining structure intended to reduce overflows during heavy rains   | \$ 21,280,000         |
| Quebec                      | City of Montreal/Water Services                  | Construction of retaining structures to control overflows and overloading of combined sewer systems during heavy rains                                      | \$ 33,060,400         |
| Quebec                      | Quebec Ministry of Transport                     | Rehabilitation of the section of the Chemin de fer de la Gaspésie railway line- Port-Daniel-Gascons to Gaspé  | \$ 45,815,200         |
| Quebec                      | Quebec Ministry of Transport                     | Infrastructure development project to protect Highway 132 against coastal hazards   | \$ 13,200,500         |
| Quebec                      | City of Victoriaville                            | Protecting and safeguarding the drinking water supply in the Beaudet reservoir of the City of Victoriaville, Quebec   | \$ 16,000,000         |
| Quebec                      | City of Montreal/Water Services                  | Protection and resilience increase against flooding in Pierrefonds-Roxboro  | \$ 50,000,000         |

|                                  |  |  |           |                      |
|----------------------------------|--|--|-----------|----------------------|
| Quebec                           | City of Gatineau   | Wabassee Creek Watershed   | \$        | 22,510,000           |
| Quebec                           | Town of Ste-Marthe-sur-le-lac  | Repairing, Strengthening, Heightening, and Sealing Work to the Town of Sainte-Marthe-sur-le-Lac's Dyke                           | \$        | 19,726,000           |
| Quebec                           | City of Deux-Montagnes   | Protection Works Mitigating Floods In The Deux-Montagnes Lake Sector (Deux-Montagnes, Oka, Pointe-Calumet, St-Joseph-sur-le-lac) | \$        | 17,949,080           |
| Quebec                           | City of Deux-Montagnes   | Protection works mitigating floods in the Rivière des Mille Iles sector (St-Eustache, Rosemère, Boisbriand)                      | \$        | 11,515,720           |
| <b>SASKATCHEWAN - 5 PROJECTS</b> |  |  | <b>\$</b> | <b>82,396,300</b>    |
| Saskatchewan                     | City of Meadow Lake  | Replacement of common trench water and pressure sewer lines and the relocation of the sewage lagoon for Meadow Lake              | \$        | 8,000,000            |
| Saskatchewan                     | Saskatchewan Power Corporation   | Wildfire Risk Reduction and Capacity Development in Northern Saskatchewan  | \$        | 19,802,475           |
| Saskatchewan                     | City of Saskatoon  | Flood Control Strategy   | \$        | 21,600,000           |
| Saskatchewan                     | Ministry of Environment<br>Wildfire Management<br>Branch (WFMB)<br>Government of<br>Saskatchewan | Saskatchewan Wildfire Risk Reduction and Community Resilience Project  | \$        | 20,493,825           |
| Saskatchewan                     | Saskatchewan Ministry of<br>Highways and Infrastructure  | Highway 55 Corridor Improvements   | \$        | 12,500,000           |
| <b>TOTAL - 59 PROJECTS</b>       |  |  | <b>\$</b> | <b>1,759,102,843</b> |



---

# SMART CITIES CHALLENGE

## MANDATE

- The Smart Cities Challenge is an innovative and experimental program for the Government of Canada, testing new approaches to program design and delivery. The Smart Cities Challenge incents communities to adopt a smart cities approach to improve the lives of their residents through innovation, data and connected technology.

## DESCRIPTION

- Established in 2017, the Smart Cities Challenge is a competition open to all municipalities, local or regional governments, and Indigenous communities.
- Communities of all sizes are confronting new ways to leverage data and connected technology into their operations. The Smart Cities Challenge aims to work with communities to do so in a way that puts the needs of residents first, and generates solutions that can be replicated across Canada. The process is designed to support the achievement of measurable positive results, with built-in flexibilities to encourage innovation and risk taking. This approach has been identified as valuable and promising by domestic and international commentators.
- An independent jury evaluates submissions and recommends slates of finalists and winners to the Minister of Infrastructure and Communities.
- Recognizing that most Canadian communities have capacity limitations, the Smart Cities Community Support Program was designed in parallel to the Smart Cities Challenge as a contribution program. Its objective is to provide advisory and capacity-building services directly to communities of all sizes across Canada as they explore and implement smart cities approaches.

### ***Overview of the Challenge: Competition One***

- The first round of the Challenge was launched in November 2017.
- An inclusive prize structure was designed: one \$50 million prize for communities of all sizes, two \$10 million prizes for communities with populations under 500,000, and one \$5 million prize for communities with populations under 30,000 people.
- 130 applications were received, representing 225 communities from small towns to large cities in every province and territory. Twenty applications were received from Indigenous communities, either individually or as part of joint submissions.
- Twenty finalists were announced in June 2018. Each finalist received a \$250,000 grant to support the development of their final proposal.



- 
- Four winning communities were announced on May 14, 2019:
    - **Town of Bridgewater, Nova Scotia (\$5 million prize)**
      - Bridgewater's project is focused on an Energy Poverty Reduction Program that uses data and connected technology to restore control to residents over their energy costs and infrastructure.
    - **City of Guelph and Wellington County, Ontario (\$10 million prize)**
      - Guelph and Wellington County's project focuses on becoming Canada's first circular food economy by creating new circular business opportunities, transforming food waste into a resource, and increasing access to affordable, nutritious food.
    - **Nunavut Communities, Nunavut (\$10 million prize)**
      - The project from the Nunavut Communities focuses on strengthening resilience and improving mental health among young Nunavummiut through technology-enabled Makerspaces in various communities across Nunavut.
    - **City of Montréal, Quebec (\$50 million prize)**
      - The project of the City of Montréal takes action on systemic issues of urban life – enabled by technology – to improve mobility and access to food so that all Montrealers may enjoy a pleasant quality of life where their basic needs are met.
  - Infrastructure Canada officials have maintained a visible presence by conducting site visits and outreach in participating municipalities. The program has been very well received and communities have been actively seeking information about future rounds.
  - Participants in the Challenge have affirmed that it has enabled them to break down silos within their municipal governance structures and to build new partnerships. Many applicants and finalists have noted their plans to move forward in implementing their smart cities vision despite not having been selected as winners.

## FUNDING

| Project Allocation: |          | Funding Remaining: |          | Number of Approved and Announced Projects: |
|---------------------|----------|--------------------|----------|--|
| \$300 M             |          | \$176.3 M          |          | 25   |
| Funding Profile:    |          |                    |          |  |
| Prior to 2019-20    | 2019-20  | 2020-21            | 2021-22  | 2022-23                                    |
| \$7 M               | \$10.2 M | \$25.9 M           | \$30.2 M | \$60.1 M                                   |
| 2023-24             | 2024-25  | 2025-26            | 2026-27  | 2027-28                                    |
| \$29.6 M            | \$53.6 M | \$21.6 M           | \$22.6M  | N/A  |

- The Smart Cities Challenge program has been allocated \$300 million over ten years to run up to three competitions and the Community Support Program, from 2017-18 until 2026-27.
- Winning communities receive a funding agreement with the Government of Canada. Milestone payments will be primarily tied to the performance / achievement of positive outcomes for residents.
- To date, twenty grants of \$250,000 have been expended to the finalists of the first competition, for a total of \$5 million. Winners of the first competition will receive a combined \$75 million over five years.
- Two more competitions are expected with a total allocation in grants and contributions of \$160 million between 2020 and 2027.
- \$20 million has been allocated toward the CSP. In October 2018, a consortium led by national non-profit organization Evergreen was selected via an open call to receive up to \$4.6 million in funding over two years.
- An Indigenous-specific stream of the Challenge had been envisioned but was reconsidered in light of the strong degree of Indigenous participation during Competition One. \$15 million was instead transferred to Indigenous Services Canada to support the Indigenous Homes Innovation Initiative.

## CURRENT STATUS

- Officials are working with the four winners of Competition One to ensure sound planning and governance as these communities begin implementing their smart cities projects.

---

## NEXT STEPS

- Infrastructure Canada officials will provide you with a recommendation for the start of the next round of the competition for your consideration.

---

# GAS TAX FUND

## MANDATE

- The federal Gas Tax Fund is an infrastructure program, based on a statutory source of funding, that provides permanent, ongoing federal funding for local infrastructure projects prioritized by communities across Canada.

## DESCRIPTION

- The Fund currently provides more than \$2.2 billion annually to more than 3,600 communities. It is indexed at two percent per year, with increases to be applied in \$100 million increments. Annual allocations are listed in Annex A.
- The Fund is implemented through administrative agreements with provinces and territories, as well as municipal associations in Ontario and British Columbia, and the City of Toronto. The current, ten-year agreements came into effect in April 2014, and expire in March 2024.
- Under the Gas Tax Fund, upfront funding is provided annually in two installments to provinces, territories, and municipal associations, who in turn flow this funding to their municipalities to support local infrastructure priorities. Municipalities can pool, bank and borrow against this funding, providing significant financial flexibility.
- A portion of the Gas Tax Fund is also allocated to First Nations on a per capita basis. This portion of funding is delivered by Indigenous Services Canada as part of the First Nations Infrastructure Fund.
- The Fund was launched in 2005 and originally designed to provide municipalities with \$5 billion in predictable funding over five years. The Government of Canada announced in 2008 plans to make the fund permanent, and subsequently embedded it in legislation as an ongoing source of federal infrastructure funding for municipalities. Despite its name, the Fund currently has no specific relationship to tax revenues related to gas prices.
- In most cases, local governments, being the ultimate recipients, select how best to direct the funds with the flexibility to make strategic investments across the following eighteen different project categories: drinking water; wastewater; solid waste; public transit; local roads and bridges; community energy systems; capacity building; disaster mitigation; broadband connectivity; highways; short-line rail; short-sea shipping; brownfield redevelopment; regional and local airports; and, projects supporting culture, tourism, sport and recreation. In Quebec, funding under the program is directed to specific investment objectives established by the province.
- The overall strategic implementation of each of the Gas Tax Fund agreements is managed by an oversight committee co-chaired by senior officials representing the Government of Canada and each signatory.
  - Infrastructure Canada is responsible for undertaking and managing the on-going federal administration, including making payments, receiving and reviewing required reports, executing evaluations, and reporting to Canadians and Parliamentarians.
  - Non-federal signatories of the agreements are responsible for the administration and oversight of the program and for providing Infrastructure Canada reasonable assurance in

the form of an Annual Report confirming that funds were expended for the purposes intended.

## FUNDING

| Project Funding Envelope <sup>1</sup> : |         | Funding Still Available: |         | Projects Approved and Announced: |
|---|---------|--------------------------|---------|----------------------------------|
| \$27.5 B                                |         | N/A                      |         | N/A                              |
| Funding Profile:                        |         |                          |         |                                  |
| Total Funding Prior to 2019-20          | 2019-20 | 2020-21                  | 2021-22 | 2022-23                          |
| \$23.1 B                                | \$4.3 B | \$2.2 B                  | \$2.3 B | \$2.3 B                          |
| 2023-24                                 | 2024-25 | 2025-26                  | 2026-27 | 2027-28                          |
| \$2.4 B                                 | \$2.2 B | \$2.2 B                  | \$2.2 B | \$2.2 B                          |

## CURRENT STATUS

- The federal Gas Tax Fund delivers over \$2.2 billion every year to 3,600 communities across the country. From 2014 to 2024, it will provide municipalities with close to \$22 billion in infrastructure funding.
- At the start of each fiscal year, the Minister of Infrastructure and Communities confirms the Gas Tax Fund funding to signatories through a letter. Following this, Infrastructure Canada makes two equal payments to each signatory. The first payment generally occurs in early summer, and the second in the fall.
- The Gas Tax Fund is allocated on a per-capita basis for provinces, territories and First Nations, but provides a base funding amount of 0.75 percent of total annual funding for Prince Edward Island and each territory.
- Jurisdictional allocations are adjusted every five years corresponding with new census population data. As such, allocations were last updated based on census 2016 population data, starting in the 2019-20 fiscal year.

<sup>1</sup> The project funding envelope reflects the total funding available for projects accounting for any program top-ups and transfers to or from other programs subsequent to the original program funding profile (this includes the transfer to the First Nations Infrastructure Fund). Due to the permanent nature of the Gas Tax Fund, the Project Funding Envelope reflects funding available between 2005-06 and 2019-20.

- 
- As per Budget 2016, Infrastructure Canada committed to transfer over \$30.1 million of uncommitted funds from previous federal infrastructure programs to the Gas Tax Fund by March 31, 2017. Legacy transfer payments by jurisdiction are listed in Annex B.
  - Budget 2019 implemented a one-time additional transfer of \$2.2 billion through the federal Gas Tax Fund to address short-term priorities in municipalities and First Nations communities. This doubled the Government of Canada's commitment to municipalities in 2018-19. Additional transfer allocations are listed in Annex B.

## NEXT STEPS

- Infrastructure Canada is working in collaboration with provinces, territories, and municipal associations to improve outcomes reporting for the program and to identify alignment opportunities with reporting requirements of the *Investing in Canada Infrastructure Program*.
- As the Gas Tax Fund Agreements are only effective until March 31, 2024, new or amended agreements will eventually be required to account for allocations beyond the 2023-24 fiscal year, as well as any adjustments to the program terms and conditions.

## ANNEX A: ANNUAL ALLOCATIONS OF THE GAS TAX FUND

*Table of regular annual allocations of the federal Gas Tax Fund, per province and territory, from years 2014-15 to 2018-19:*

| Province/Territory                            | 2014-2015              | 2015-2016              | 2016-2017 <sup>2</sup>  | 2017-2018              | 2018-2019               |
|---|------------------------|------------------------|-------------------------|------------------------|-------------------------|
| British Columbia                              | \$253,276,892          | \$253,276,892          | \$265,940,736           | \$265,940,736          | \$278,604,581           |
| Alberta                                       | \$208,650,536          | \$208,650,536          | \$219,083,063           | \$219,083,063          | \$229,515,590           |
| Saskatchewan                                  | \$56,289,884           | \$56,289,884           | \$59,104,378            | \$59,104,378           | \$61,918,872            |
| Manitoba                                      | \$65,470,748           | \$65,470,748           | \$68,744,285            | \$68,744,285           | \$72,017,823            |
| Ontario                                       | \$744,948,996          | \$744,948,996          | \$782,196,446           | \$782,196,446          | \$819,443,895           |
| Québec  | \$458,218,932          | \$458,218,932          | \$481,129,879           | \$481,129,879          | \$504,040,826           |
| New Brunswick                                 | \$43,322,293           | \$43,322,293           | \$45,488,408            | \$45,488,408           | \$47,654,522            |
| Nova Scotia                                   | \$53,226,093           | \$53,226,093           | \$55,887,397            | \$55,887,397           | \$58,548,702            |
| Prince Edward Island                          | \$15,000,000           | \$15,000,000           | \$15,750,000            | \$15,750,000           | \$16,500,000            |
| Newfoundland and Labrador                     | \$29,865,059           | \$29,865,059           | \$31,358,312            | \$31,358,312           | \$32,851,564            |
| Northwest Territories                         | \$15,000,000           | \$15,000,000           | \$15,750,000            | \$15,750,000           | \$16,500,000            |
| Nunavut                                       | \$15,000,000           | \$15,000,000           | \$15,750,000            | \$15,750,000           | \$16,500,000            |
| Yukon   | \$15,000,000           | \$15,000,000           | \$15,750,000            | \$15,750,000           | \$16,500,000            |
| First Nation Infrastructure Fund <sup>3</sup> | \$26,730,568           | \$26,730,568           | \$28,067,096            | \$28,067,096           | \$29,403,625            |
| <b>Total</b>                                  | <b>\$2,000,000,000</b> | <b>\$2,000,000,000</b> | <b>\$2,100,000,000*</b> | <b>\$2,100,000,000</b> | <b>\$2,200,000,000*</b> |

<sup>2</sup> Unused funds from INFC's legacy programs were transferred to provinces and territories through the federal Gas Tax Fund. Top-up allocations are listed in Annex B.

<sup>3</sup> This portion of funding is delivered by Indigenous Services Canada as part of the First Nations Infrastructure Fund.



*Table of regular annual allocations of the federal Gas Tax Fund, per province and territory, from years 2019-20 to 2023-24:*

| Province/Territory                            | 2019-2020 <sup>4</sup> | 2020-2021              | 2021-2022               | 2022-2023              | 2023-2024               |
|---|------------------------|------------------------|-------------------------|------------------------|-------------------------|
| British Columbia                              | \$280,416,420          | \$280,416,420          | \$293,162,621           | \$293,162,621          | \$305,908,822           |
| Alberta                                       | \$244,029,220          | \$244,029,220          | \$255,121,458           | \$255,121,458          | \$266,213,695           |
| Saskatchewan                                  | \$62,571,380           | \$62,571,380           | \$65,415,534            | \$65,415,534           | \$68,259,687            |
| Manitoba                                      | \$72,510,828           | \$72,510,828           | \$75,806,775            | \$75,806,775           | \$79,102,722            |
| Ontario                                       | \$816,507,200          | \$816,507,200          | \$853,621,164           | \$853,621,164          | \$890,735,127           |
| Québec  | \$495,770,253          | \$495,770,253          | \$518,305,265           | \$518,305,265          | \$540,840,276           |
| New Brunswick                                 | \$45,098,015           | \$45,098,015           | \$47,147,924            | \$47,147,924           | \$49,197,834            |
| Nova Scotia                                   | \$55,829,094           | \$55,829,094           | \$58,366,780            | \$58,366,780           | \$60,904,466            |
| Prince Edward Island                          | \$16,500,000           | \$16,500,000           | \$17,250,000            | \$17,250,000           | \$18,000,000            |
| Newfoundland and Labrador                     | \$31,583,477           | \$31,583,477           | \$33,019,089            | \$33,019,089           | \$34,454,702            |
| Northwest Territories                         | \$16,500,000           | \$16,500,000           | \$17,250,000            | \$17,250,000           | \$18,000,000            |
| Nunavut                                       | \$16,500,000           | \$16,500,000           | \$17,250,000            | \$17,250,000           | \$18,000,000            |
| Yukon   | \$16,500,000           | \$16,500,000           | \$17,250,000            | \$17,250,000           | \$18,000,000            |
| First Nation Infrastructure Fund <sup>2</sup> | \$29,684,113           | \$29,684,113           | \$31,033,391            | \$31,033,391           | \$32,382,668            |
| <b>Total</b>                                  | <b>\$2,200,000,000</b> | <b>\$2,200,000,000</b> | <b>\$2,300,000,000*</b> | <b>\$2,300,000,000</b> | <b>\$2,400,000,000*</b> |

<sup>4</sup> A top-up amount of \$2.2 billion was transferred to provinces and territories. Top-up allocations are listed in Annex B.

\* Two percent indexation has been applied in \$100 million increments. Totals may not add due to rounding.

## ANNEX B: TOP-UP ALLOCATIONS OF THE GAS TAX FUND

| Province/Territory               | Budget 2016 Legacy Transfer | Budget 2019 Top-up     |
|----------------------------------|-----------------------------|------------------------|
|                                  | 2016-2017                   | 2019-2020              |
| British Columbia                 | \$3,439,041.83              | \$278,604,581          |
| Alberta                          | \$2,661,350.83              | \$229,515,590          |
| Saskatchewan                     | \$1,189,874.04              | \$61,918,872           |
| Manitoba                         | \$835,093.32                | \$72,017,823           |
| Ontario                          | \$13,778,252.73             | \$819,443,895          |
| Québec                           | \$5,844,611.56              | \$504,040,826          |
| New Brunswick                    | \$552,578.60                | \$47,654,522           |
| Nova Scotia                      | \$678,902.19                | \$58,548,702           |
| Prince Edward Island             | \$228,651.74                | \$16,500,000           |
| Newfoundland and Labrador        | \$380,930.72                | \$32,851,564           |
| Northwest Territories            | \$188,869.74                | \$16,500,000           |
| Nunavut                          | \$188,869.74                | \$16,500,000           |
| Yukon                            | \$188,869.74                | \$16,500,000           |
| First Nation Infrastructure Fund | N/A                         | \$29,403,625           |
| <b>Total</b>                     | <b>\$30,155,896.78</b>      | <b>\$2,200,000,000</b> |

---

# MUNICIPAL ASSET MANAGEMENT PROGRAM

## MANDATE

- The Municipal Asset Management Program helps strengthen the capacity of Canadian municipalities to make informed infrastructure investment decisions based on sound asset management practices.

## DESCRIPTION

- The program was launched in February 2017. As the recipient of Infrastructure Canada's transfer payment funding, the Federation of Canadian Municipalities undertakes the program activities, including selecting projects and entering into agreements with ultimate recipients.
- Activities funded under the program include direct support to municipalities to bolster their capacity, training and workshops, and developing and sharing asset management knowledge tools with stakeholders.
- This program is scheduled to end on March 31, 2025, with all projects under the Program completed by March 31, 2024.

## FUNDING

| Program Allocation: |          | Funding Still Available: |         | Projects Approved and Announced: |
|---------------------|----------|--------------------------|---------|----------------------------------|
| \$110 M             |          | \$52.8 M                 |         | 600+                             |
| Funding Profile:    |          |                          |         |                                  |
| Prior to 2019-20    | 2019-20  | 2020-21                  | 2021-22 | 2022-23                          |
| \$24.2 M            | \$75.8 M | \$9.6 M                  | \$0.4 M | N/A                              |
| 2023-24             | 2024-25  | 2025-26                  | 2026-27 | 2027-28                          |
| N/A                 | N/A      | N/A                      | N/A     | N/A                              |

- The total funding envelope for the program is \$110 million over eight years, with a ninth year for program close-out. The Program was originally established with a \$50 million, five-year commitment from Phase 1 of the Investing in Canada Plan, as announced in Budget 2016. Budget 2019 committed an additional \$60 million, as well as a three-year extension to the program.
- The additional \$60 million from Budget 2019 has been provided to the Federation of Canadian Municipalities, and the organization is currently developing the implementation plan for the delivery

---

of these incremental funds. They will make this funding available to potential applicants through a request for proposals, which will be announced publicly at a later date.

## CURRENT STATUS

- The program has been very well received by the primary stakeholders of the program, which generally consist of local governments and the asset management communities of practice across the country.
- While the many potential outcomes from the program will only be able to be assessed at the end of the program, based on the most recent annual report, the program can already be seen to have achieved results such as:
  - 78% of individual program participants have reported a better understanding of asset management;
  - 71% of organizations receiving technical assistance have reported improved asset management capacity;
  - 84% of individuals receiving technical assistance have reported an increase of their skills through participation in the program;
  - 6,963 individual participants have benefited from awareness-building activities; and
  - 1,343 municipalities have received technical assistance related to asset management through the program.

## NEXT STEPS

- Infrastructure Canada is conducting an evaluation which will assess the relevance, effectiveness and efficiency of the program. Once completed, the evaluation will be published online.

---

# MUNICIPALITIES FOR CLIMATE INNOVATION PROGRAM

## MANDATE

- The Municipalities for Climate Innovation Program is designed to encourage Canadian municipalities to better prepare for and adapt to the new realities of climate change, as well as to reduce greenhouse gas emissions.

## DESCRIPTION

- Launched in February 2017, as with the Municipal Asset Management Program, this program is also delivered by the Federation of Canadian Municipalities on behalf of Infrastructure Canada.
- Under this fully-subscribed program, applications were solicited through targeted requests for proposals.
- Projects under the program include direct funding for capital projects and asset management activities such as plans and studies, as well as grants for municipalities to bolster their abilities to integrate climate considerations into their planning processes.
- This program is scheduled to end in 2021-22, with all projects under the program requiring completion by March 31, 2021.

## FUNDING

| Program Allocation: |          | Funding Still Available: |         | Projects Approved and Announced: |
|---------------------|----------|--------------------------|---------|----------------------------------|
| \$75 M              |          | N/A                      |         | 324                              |
| Funding Profile:    |          |                          |         |                                  |
| Prior to 2019-20    | 2019-20  | 2020-21                  | 2021-22 | 2022-23                          |
| \$31.5 M            | \$25.8 M | \$17.4 M                 | \$0.4 M | N/A                              |
| 2023-24             | 2024-25  | 2025-26                  | 2026-27 | 2027-28                          |
| N/A                 | N/A      | N/A                      | N/A     | N/A                              |

- The Program is fully subscribed. The total funding envelope for the program is \$75 million over five years, with a sixth year, 2021-22, for program close-out. Of the total funding envelope, approximately \$68 million has been budgeted for the program's direct granting initiatives. The

Processed under the provisions of the Access to Information Act / Page 148 of 263

Révisé en vertu de la Loi sur l'accès à l'information

---

balance of the funding has been earmarked for the overhead costs of the program, which include administrative costs and costs to support workshops delivered by the Federation of Canadian Municipalities.

## CURRENT STATUS

- The majority of projects approved under the Program are currently in the implementation phase, with the remaining projects expected to start this current fiscal year.
- The Program has been very well received by the primary stakeholders of the program, which generally consist of local governments and conservation groups across the country. The demand for program funding greatly surpassed the available funding, however.
- Based on the most recent annual report, the program has achieved initial results such as:
  - 92% of participants in targeted municipalities have reported an increase in their awareness of the need to reduce greenhouse gases, as well as the need to adapt to climate change;
  - 84% of responding participants in technical assistance activities have reported an increase in skills related to climate change mitigation and adaptation;
  - 88% of surveyed members of the Canadian Asset Management Network have reported an increase in skills related to climate adaptation and integrating climate change considerations into their asset management plans; and
  - 254 municipalities were reached by awareness-raising activities.

## NEXT STEPS

- Infrastructure Canada will continue its ongoing monitoring of the program through regular Agreement Management Committee meetings to ensure a successful program closeout.
- As well, the Federation of Canadian Municipalities continues to work with successful recipients to flow funding, including final payments, under this program.
- Infrastructure Canada is conducting an evaluation which will assess the relevance, effectiveness and efficiency of the program. Once completed, the evaluation will be published online.

---

# GREEN MUNICIPAL FUND

## MANDATE

- The Green Municipal Fund is administered by the Federation of Canadian Municipalities to encourage investment in municipal environmental projects by providing grants, loans and loan guarantees.

## DESCRIPTION

- The Green Municipal Fund was launched in 2000 to enhance Canadians' quality of life by supporting projects to improve air, water and soil quality and protecting the climate. The Fund was established through an initial endowment from the Government of Canada to the Federation of Canadian Municipalities. It is a revolving fund whereby the Federation of Canadian Municipalities must make strategic investments to ensure the fund's sustainability in perpetuity.
- The Green Municipal Fund is overseen by a Council that is composed of one third of members of the Government of Canada, one third from the public, academic, environment and private sectors, and the remaining membership appointed by Federation of Canadian Municipalities' National Board of Directors. Infrastructure Canada, as a signatory to the agreement, provides an official to sit as a member of the Council.
- Although the Minister of Infrastructure and Communities is a signatory to the agreement under which the Fund is administered, overall federal leadership with respect to the Fund is provided by Natural Resources Canada and Environment and Climate Change Canada. Infrastructure Canada's role is primarily limited to providing strategic advice via the participation of a departmental official on the Council.
- Potential recipients may apply for funding year-round, though offers on specific funding streams may close once the funding for specific initiatives has been fully allocated.
- Projects are ranked based on technical criteria which is reviewed by the Federation of Canadian Municipalities' peer review committee prior to being assessed by the Council.
- The Council typically meets ten times annually, with occasional *ad hoc* meetings being scheduled as required.

## FUNDING

- Initially, the Government of Canada endowed the Federation of Canadian Municipalities with a total of \$550 million for this initiative through a series of budget decisions from 2000 to 2005. Budget 2016 announced \$125 million in additional funding to enhance the Fund.
- More recently, Budget 2019 provided an additional \$950 million to support energy efficiency in the built environment through a top-up to the Green Municipal Fund as follows:
  - \$350 million for Sustainable Affordable Housing Innovation;



- 
- \$300 million for Community Ecoefficiency Acceleration to advance home retrofits and innovative financing mechanisms; and
    - \$300 million to fund Low Carbon Cities Canada and collaborate on Community Climate Action to improve energy efficiency in large buildings.
  - The \$950 million in additional funding from Budget 2019 has been flowed to the Federation of Canadian Municipalities by Natural Resources Canada and Environment and Climate Change Canada
  - As a revolving fund, the Government of Canada's endowment is to be managed in a financially sustainable manner as to preserve the invested capital to meet future disbursement requirements. The Federation of Canadian Municipalities is therefore responsible for ensuring that the financials of the program, including the interest generated from loans and other investments, as well as the balance of loans and grants to recipients, are carried out in such a way as to ensure the sustainability of the fund in the long-term.

## CURRENT STATUS

- The Green Municipal Fund has been one of the Federation of Canadian Municipalities' flagship programs since its inception. It is well received by municipalities as it provides funding opportunities for more innovative projects than the public sector will typically fund.
- The program is currently developing a strategy for the implementation of the initiatives tied to the Budget 2019 commitment by the federal government.
- A Performance Audit and Review of the program must be carried out by the Federation of Canadian Municipalities every five years. An audit is currently being finalized and the findings will be brought forward to the Council as appropriate. As per the agreement, the audit will be made public and may also be tabled in Parliament by one of the Ministers who are signatories to the agreement. The previous audit in 2014 found no significant issues.

## NEXT STEPS

- The Performance Audit and Review mandated by the agreement with the Federation of Canadian Municipalities is currently being finalized. There are no other audits or evaluations planned at this point in time.
- Infrastructure Canada will continue participating on the Council to represent the Government of Canada and provide oversight of the program.

---

# PUBLIC TRANSIT INFRASTRUCTURE FUND AND CLEAN WATER AND WASTEWATER FUND

## MANDATE

- Budget 2016 provided funding for two short-term programs: the Public Transit Infrastructure Fund, which is targeted at the rehabilitation and planning of public transit systems, and the Clean Water and Wastewater Fund, which is aimed at the rehabilitation, optimization and planning of water and wastewater related infrastructure.
- Both Funds were designed to be short funding programs focused on the rehabilitation of existing infrastructure assets by provinces, territories and municipalities in advance of investments under longer-term funding arrangements in a second phase.

## DESCRIPTION

- Both Funds were launched in April 2016.
  - The Public Transit Infrastructure Fund was launched as a two-year, \$3.4 billion fund to help accelerate municipal investments to support the rehabilitation of transit systems, new capital projects, and planning and studies for future transit expansion to foster long-term transit plans.
  - The Clean Water and Wastewater Fund was launched as a two-year, \$2 billion fund for projects that contribute to the rehabilitation of both water treatment and distribution infrastructure and existing wastewater and storm water treatment systems; collection and conveyance infrastructure projects; and initiatives that improve asset management, system optimization, and planning for future upgrades to water and wastewater systems.
- Infrastructure Canada entered into contribution agreements with all provinces and territories for the delivery of the programs. Provinces and territories were responsible for identifying projects, in collaboration with municipalities, to be funded under the programs.
- Both Funds are now closed to new applications.
- Infrastructure Canada originally launched both funds with a two-year program implementation horizon. In 2018, the deadline to incur eligible costs was extended to March 31, 2020, due to requests from provinces, territories and municipalities. In June 2019, the department received authorities to further extend the deadline for eligible costs beyond March 31, 2020 for certain projects where there is a demonstrated need. Approval for future extensions could be done on a case-by-case basis.

## FUNDING

### *Public Transit Infrastructure Fund:*

| Project Funding Envelope: <sup>1</sup> |         | Funding Still Available: |         | Projects Approved and Announced: |
|--|---------|--------------------------|---------|----------------------------------|
| \$3.4 B                                |         | \$0                      |         | 1194                             |
| Funding Profile:                       |         |                          |         |                                  |
| Prior to 2019-20                       | 2019-20 | 2020-21                  | 2021-22 | 2022-23                          |
| \$1.4 B                                | \$1.1 B | \$876.6 M                | N/A     | N/A                              |
| 2023-24                                | 2024-25 | 2025-26                  | 2026-27 | 2027-28                          |
| N/A                                    | N/A     | N/A                      | N/A     | N/A                              |

### *Clean Water and Wastewater Fund:*

| Project Funding Envelope: <sup>2</sup> |         | Funding Still Available: |         | Projects Approved and Announced: |
|--|---------|--------------------------|---------|----------------------------------|
| \$2.0 B                                |         | \$0                      |         | 2390                             |
| Funding Profile:                       |         |                          |         |                                  |
| Prior to 2019-20                       | 2019-20 | 2020-21                  | 2021-22 | 2022-23                          |
| \$1.1 B                                | \$598 M | \$317.5 M                | N/A     | N/A                              |
| 2023-24                                | 2024-25 | 2025-26                  | 2026-27 | 2027-28                          |
| N/A                                    | N/A     | N/A                      | N/A     | N/A                              |

- Unspent funding from the Public Transit Infrastructure Fund will be transferred into the Investing in Canada Infrastructure Program's Public Transit funding stream, while unspent funding from the

<sup>1, 2</sup> The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

---

Clean Water and Wastewater Fund will be transferred to the Investing in Canada Infrastructure Program's Green Infrastructure stream.

## CURRENT STATUS

- As of March 31, 2018, no additional projects can be approved under either Fund.

### *Public Transit Infrastructure Fund:*

- A total of 1194 projects with a federal contribution of over \$3 billion and total value of over \$6.4 billion have been approved. A total of 576 projects have already been successfully completed, which represents 48 percent of approved projects.

### *Clean Water and Wastewater Fund:*

- A total of 2390 projects with a federal contribution of \$1.9 billion and total value of over \$3.8 billion have been approved. A total of 1222 projects have already been successfully completed, which represents 51 percent of approved projects.

## NEXT STEPS

- Infrastructure Canada will continue to work with provinces and territories to identify a list of projects that would need to extend completion deadlines beyond the March 2020 deadline.
- As of November 1, 2019, provinces and territories have submitted lists of projects to the department that should be cancelled, de-scoped or extended. The department is assessing the lists of projects and will present the recommended list to the Minister of Infrastructure and Communities for approval.
- Where approved, relevant Contribution Agreements will need to be amended before March 2020 to reflect the program extension.

---

# NEW BUILDING CANADA FUND

## MANDATE

- The New Building Canada Fund, now fully committed, provides funding for provincial, territorial and municipal infrastructure projects that contribute to economic growth and prosperity, a clean environment, and stronger communities.

## DESCRIPTION

- Announced in Budget 2013 and established in 2014, the Fund is comprised of two components: the Provincial-Territorial Infrastructure Component and the National Infrastructure Component.

### *Provincial-Territorial Infrastructure Component*

- This component supports infrastructure projects of national and regional significance that contribute to economic growth, a clean environment and stronger communities. It is composed of two sub-components:
  - The National and Regional Projects, which supports medium- to large-scale infrastructure projects across fourteen categories of investment that encourage job creation and economic growth; and
  - The Small Communities Fund, which supports infrastructure projects in municipalities with fewer than 100,000 residents.
- Both of these sub-components are delivered through allocations to provinces and territories. Within their allocations, projects are prioritized by provinces and territories before being submitted to Infrastructure Canada for approval.
- In the case of the National and Regional Projects stream, individual contribution agreements are signed directly with eligible recipients for each project. Under the Small Communities Fund, a single funding agreement was signed between Infrastructure Canada and each province and territory, with the provinces and territories being responsible for entering into contribution agreements with the ultimate recipient of each project.

### *National Infrastructure Component*

- This component supports projects of national significance that have broad public benefits with strong impacts on economic growth and productivity.
- Projects supported through this component will help to achieve one or more of the following objectives: generating or facilitating incremental economic activity; reducing potential economic disruptions or foregone economic activity; generating productivity gains for the Canadian economy; and, providing benefits that extend beyond the provinces or territories where the project would be located.

- Funding is awarded on a merit basis. Projects are submitted by proponents to Infrastructure Canada for approval. For projects selected for funding, the department enters into contribution agreements with recipients.

## FUNDING

| Project Funding Envelope <sup>1</sup> : |           | Funding Still Available: |         | Projects Approved and Announced: |
|---|-----------|--------------------------|---------|----------------------------------|
| \$12.8 B                                |           | \$0                      |         | 1261                             |
| Funding Profile:                        |           |                          |         |                                  |
| Prior to 2019-20                        | 2019-20   | 2020-21                  | 2021-22 | 2022-23                          |
| \$1.7 B                                 | \$1.6 B   | \$1.9 B                  | \$2.2 B | \$1.8 B                          |
| 2023-24                                 | 2024-25   | 2025-26                  | 2026-27 | 2027-28                          |
| \$1.7 B                                 | \$819.7 M | \$686.2 M                | \$226 M | \$151.4 M                        |

## CURRENT STATUS

- All funding available for projects under these programs has been committed, and the department is no longer accepting additional applications.
- This program is scheduled to end in 2027-2028.

### *Provincial-Territorial Infrastructure Component - National Regional Projects*

- A total of 286 projects with a federal contribution of \$8.5 billion and total value of over \$22 billion have been approved. A total of 48 projects have already been successfully completed, which represents 17 percent of approved projects.
- The largest categories of investment under this sub-component were highway and road projects and public transit projects.

<sup>1</sup> The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

---

#### *Provincial-Territorial Infrastructure Component - Small Communities Fund*

- A total of 966 projects with a federal contribution of \$1.48 billion and total value of over \$3.5 billion have been approved. A total of 321 projects have already been successfully completed, which represents 33 percent of approved projects.
- The largest categories of investment under this sub-component were highway and road projects and wastewater projects.

#### *National Infrastructure Component*

- A total of 9 projects with a federal contribution of \$1.6 billion and total value of over \$4.35 billion have been approved. No projects have been completed to date.
- The largest categories of investment under this component were highways and road projects and marine projects.

## **NEXT STEPS**

- Infrastructure Canada is conducting an evaluation which will assess the relevance, effectiveness and efficiency of the program. Once completed, the evaluation will be published online.



---

# P3 CANADA FUND

## MANDATE

- The P3 Canada Fund was created to advance the public-private partnership procurement (P3) model by provinces, territories, municipalities, and First Nations in Canada.
- P3s are forms of alternative financing structures whereby governments enter into long term contracts to design, build, finance and operate and maintain (DBFOM) infrastructure of various types. Typically, governments pay the private consortium upon delivery of the asset and for making the project available over the lifespan of the asset.

## DESCRIPTION

- The fully-committed P3 Canada Fund was launched in 2009 and designed to encourage inexperienced provinces, territories, municipalities and First Nations to consider P3s in public infrastructure procurements. It was the first infrastructure funding program, anywhere in Canada, that directly targeted P3s.
- The effective use of P3s, where appropriate, can improve the delivery of public infrastructure and provide better value, timeliness and accountability.
- The Fund was administered by the former Crown Corporation, PPP Canada Inc., that was dissolved at the end of March 2018 upon fulfilling its mandate, to support the development of a strong P3 market across Canada. There are now about 280 active projects, built or in process in Canada.
- Upon dissolution of PPP Canada the financial agreements for the Fund's portfolio of 24 projects were novated to the Government of Canada. Responsibility for these agreements rests with Infrastructure Canada for payment and long term support to the project proponents and government partners.
- Due to the long-term nature of the P3 model, the Fund was designed with longer-term financial agreements with recipients to monitor the project through construction and into operations and maintenance.
- The last payments under the Fund are expected in 2022-2023. Ongoing management of the program, as required by the project specific financial agreements, will end in 2047-48, 25 years after the last payment is issued.
- Infrastructure Canada is responsible for these projects and has retained appropriate project finance expertise to execute the mandate and develop synergies with Canada Infrastructure Bank projects, which represent the next evolution in P3s that involve more revenue generating and different types of contracts although still types of public-private partnerships.

## FUNDING

| Project Funding Envelope <sup>1</sup> : |           | Funding Still Available: |         | Projects Approved: |
|---|-----------|--------------------------|---------|--------------------|
| \$1.4 B                                 |           | \$0                      |         | 25                 |
| Funding Profile:                        |           |                          |         |                    |
| Prior to 2019-20 <sup>2</sup>           | 2019-20   | 2020-21                  | 2021-22 | 2022-23            |
| \$114.2 M                               | \$344.6 M | \$303.3 M                | \$0     | \$53.3 M           |
| 2023-24                                 | 2024-25   | 2025-26                  | 2026-27 | 2027-28            |
| N/A                                     | N/A       | N/A                      | N/A     | N/A                |

- The P3 Canada Fund has been fully committed with more than \$650 million still to be paid to recipients. The timing and flow of funding to recipients is linked to the completion of construction milestones.

## CURRENT STATUS

- The Saint John Clean Safe Drinking Water Treatment Facility project reached substantial completion in June 2019. Infrastructure Canada anticipates two more projects to reach substantial completion in the fiscal year of 2019-20.

## NEXT STEPS

- Infrastructure Canada staff will continue to support and monitor the long term contracts for the novated projects under the Fund. The Department continues the research and advocacy of promoting P3s as alternative finance models, including the new model advanced by the Canada Infrastructure Bank.

<sup>1</sup> The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

<sup>2</sup> The funding profile value for the years prior to 2019-20 include only disbursements made by Infrastructure Canada, not disbursements made by the Crown Corporation PPP Canada.

## ANNEX A: LIST OF PROJECTS

| P3 Canada Fund Project List  |  |
|--|--|
| Under Construction:  |  |
| Edmonton Light Rail Transit System   |  |
| Hamilton Biosolids Facility  |  |
| SW Transit Way and Pembina Highway Underpass                                       |  |
| Regina Bypass Road   |  |
| Tłıchq All-Season Road Project   |  |
| Biosolids Waste Energy Centre (Capital Region District) Victoria                   |  |
| Unannounced Project  |  |
| Substantially Complete:  |  |
| Stoney Natural Gas Bus Maintenance Facility*                                       |  |
| Saint John Water Treatment Facility*   |  |
| Chief Peguis Trail Extension (Road)  |  |
| Evan Thomas Water/Wastewater plant   |  |
| Sudbury Biosolids Waste Management Facility  |  |
| BC Eastside Housing Social Housing   |  |
| North Saskatchewan River Bridge NEAHD Road   |  |
| Lincoln Station – Coquitlam Transit Station on Evergreen Line                      |  |
| Barrie Transit Maintenance Facility  |  |
| Lac La Biche Wastewater Facility   |  |
| Kokish River Hydroelectric Project   |  |
| Regina Wastewater Facility   |  |
| Saskatoon Civic Operations Centre  |  |
| Go Transit East Rail Maintenance Facility  |  |
| Iqaluit International Airport Improvement Project                                  |  |
| Surrey Biofuels Waste Facility   |  |
| North Commuter Parkway (road) and Traffic Bridge                                   |  |
| Project not novated (DBF contract completed – no outstanding financial obligation) |  |
| AMT Lachine Transit Maintenance Facility   |  |

\*Substantially complete but still have a financial obligation.

---

# GREEN INFRASTRUCTURE FUND

## MANDATE

- The Green Infrastructure Fund, announced in Budget 2009, supports environmental infrastructure projects that promote reduced greenhouse gas emissions and cleaner air, water, and land, leading to a more sustainable economy over the long term.

## DESCRIPTION

- The fully-committed Fund supports investments in wastewater infrastructure, green energy generation and transmission infrastructure, solid waste infrastructure, and carbon transmission and storage infrastructure, which improve the quality of the environment and lead to a more sustainable economy over the long term.
- The Fund was established in 2009-2010 and is scheduled to wrap up in 2027-2028.
- It is a merit based program under which projects were submitted by proponents to Infrastructure Canada for approval. For projects selected for funding, the department entered into contribution agreements with recipients.

## FUNDING

| Project Funding Envelope <sup>1</sup> : |          | Funding Still Available: |          | Projects Approved and Announced: |
|---|----------|--------------------------|----------|----------------------------------|
| \$743.9 M                               |          | \$0                      |          | 19                               |
| Funding Profile:                        |          |                          |          |                                  |
| Prior to 2019-20                        | 2019-20  | 2020-21                  | 2021-22  | 2022-23                          |
| \$454.6 M                               | \$20.2 M | \$29.1 M                 | \$40.9 M | \$42.2 M                         |
| 2023-24                                 | 2024-25  | 2025-26                  | 2026-27  | 2027-28                          |
| \$42 M                                  | \$32 M   | \$32 M                   | \$30.6 M | \$20.7 M                         |

---

<sup>1</sup> The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

---

## CURRENT STATUS

- A total of 19 projects with a federal contribution of \$713.5 million and total value of over \$2.3 billion were approved. A total of 9 projects have been successfully completed so far, which represents 47 percent of approved projects.
- The largest categories of investment fall under wastewater projects and green energy projects.

## NEXT STEPS

- This program provides funding for large and/or complex projects, which may require adjustments from time to time (e.g., due to scheduling delays).
- Infrastructure Canada continues to work with recipients to close out projects, including flowing final payments.

---

# BUILDING CANADA FUND

## MANDATE

- The Building Canada Fund, now fully committed, supports public infrastructure development through investments in the large-scale projects such as the core National Highway System, public transit and green energy, and small-scale municipal projects such as cultural and sport facilities.

## DESCRIPTION

- Announced in Budget 2007, the Fund was allocated across provinces on a per capita basis.
- It includes three components in all provinces:
  - The Major Infrastructure Component, which was established in 2007-2008 and is scheduled to wrap up in 2024-2025;
  - The Communities Component, which was established in 2009-2010 and is scheduled to wrap up in 2020-2021; and
  - The National Infrastructure Knowledge Component, which was established in 2007-2008 and was wrapped up in 2014-2015.
- In Québec, the Fund also includes the \$200 million Large Urban Centres Component, which was established in 2009-2010 and is scheduled to wrap up in 2020-2021, but may require an extension to March 31, 2028 to allow for key projects in several municipalities to be finalized.

### *Major Infrastructure Component*

- The Major Infrastructure Component supports large-scale, strategic infrastructure projects in the provinces. At least two-thirds of the funding is targeted to national priorities that significantly improve the lives of Canadians: water, wastewater, public transit, the core National Highway System, and green energy.
- Projects were prioritized by provinces before being submitted for approval. Individual contribution agreements were signed directly with eligible recipients for each project.
- Infrastructure Canada and Transport Canada work together to deliver this program.

### *Communities Component*

- The Communities Component supports infrastructure projects in communities with fewer than 100,000 residents. Projects can include the construction, renewal, and enhancement of basic infrastructure such as potable water, wastewater treatment, local roads, and other infrastructure needs of small communities.
- Projects were prioritized by provinces before being submitted for approval. Individual contribution agreements were signed directly with eligible recipients for each project.

- Infrastructure Canada works with Canada's regional development agencies (Atlantic Canada Opportunities Agency, Canada Economic Development for Quebec Regions, Federal Economic Development Agency for Southern Ontario, and Western Economic Diversification) to deliver these projects.

#### *National Infrastructure Knowledge Component*

- The National Infrastructure Knowledge Component supported feasibility and planning studies on public infrastructure projects. It also supported the development and sharing of knowledge and research on infrastructure issues and projects to support policy design, program and project development, effective performance monitoring, and evaluation.
- All proposals for funding were submitted to and reviewed by Infrastructure Canada and individual contribution agreements were signed directly with eligible recipients.

#### *Large Urban Centres Component*

- In Québec, the Large Urban Centres Component was designed to help Québec's nine big cities to meet urgent infrastructure needs. Projects were prioritized by the province before being submitted for approval. Individual contribution agreements were signed directly with eligible recipients for each project.

## FUNDING

| Project Funding Envelope <sup>1</sup> : |           | Funding Still Available: |           | Projects Approved and Announced: |
|---|-----------|--------------------------|-----------|----------------------------------|
| \$7.8 B                                 |           | \$0                      |           | 1186                             |
| Funding Profile:                        |           |                          |           |                                  |
| Prior to 2019-20                        | 2019-20   | 2020-21                  | 2021-22   | 2022-23                          |
| \$6.3 B                                 | \$558.5 M | \$283.5 M                | \$164.7 M | \$126.4 M                        |
| 2023-24                                 | 2024-25   | 2025-26                  | 2026-27   | 2027-28                          |
| \$119.9 M                               | \$20.7 M  | N/A                      | N/A       | N/A                              |

<sup>1</sup> The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.



---

## CURRENT STATUS

- All funding under these programs has been committed and no new applications are being accepted.

### *Major Infrastructure Component*

- A total of 201 projects with a federal contribution of \$6.6 billion and total value of over \$19.6 billion have been approved. A total of 162 projects have already been successfully completed, which represents 81 percent of the approved projects.
- The largest categories of investment fall under highway and road projects and public transit projects.

### *Communities Component/Large Urban Centres Component*

- A total of 980 projects with a federal contribution of \$1.2 billion and a total value of over \$3.7 billion have been approved. A total of 950 projects have been successfully implemented, which represents 97 percent of the approved projects.
- The largest categories of investment fall under wastewater and drinking water projects.

### *National Infrastructure Knowledge Component/Research and Planning Component*

- A total of 5 projects with a federal contribution of \$1 million and a total value of over \$6.6 million have been approved and successfully implemented.
- The largest category of investments fell under the Capacity Building category.

## NEXT STEPS

- These programs provide funding for large and/or complex projects, which may require adjustments from time to time (e.g., due to scheduling delays).
- In cooperation with other federal delivery partners, Infrastructure Canada continues to work with recipients to complete projects, including flowing final payments.

---

# BORDER INFRASTRUCTURE FUND AND CANADA STRATEGIC INFRASTRUCTURE FUND

## MANDATE

- The Border Infrastructure Fund has contributed to the free flow of people and goods across Canada's borders. It has increased the rate of crossing for low-risk traffic while ensuring security is not comprised.
- The Canada Strategic Infrastructure Fund has contributed to economic performance and/or urban development through tourism, improvement in the quality of life and socio-economic opportunities in the North, and to innovation through improved connectivity.

## DESCRIPTION

- These are Infrastructure Canada's first two funding programs, with funding that has long been fully committed.

### *Border Infrastructure Fund*

- The Fund provides funding for investments in physical infrastructure, such as access roads, commercial vehicle processing centers, intelligent transportation systems, and highways, which contribute to the free flow of people and goods across Canada's borders.
- It was announced in Budget 2001, established in 2003-2004, and is scheduled to wrap up in 2019-2020.
- The Fund is a merit based program. Projects were submitted by proponents for approval. Individual contribution agreements were signed directly with eligible recipients for each project.
- Infrastructure Canada works with Transport Canada to deliver these projects.

### *Canada Strategic Infrastructure Fund*

- The Fund provides funding for investments in large-scale strategic infrastructure projects that result in safe and efficient highway and rail, increased tourism, improved access to clean and safe water in communities, and increase online access, contributing to economic growth and improved quality of life.
- It was announced in Budget 2001, established in 2002-2003 and is scheduled to wrap up in 2020-2021.
- The Fund is a merit based program. Projects were submitted by proponents for approval. Individual contribution agreements were signed directly with eligible recipients for each project.
- Infrastructure Canada works with Innovation, Science and Economic Development Canada, Transport Canada and Canada's regional development agencies to deliver these projects.

## FUNDING

### *Border Infrastructure Fund:*

| Project Funding Envelope <sup>1</sup> : |          | Funding Still Available: |         | Projects Approved and Announced: |
|---|----------|--------------------------|---------|----------------------------------|
| \$592 M                                 |          | \$0                      |         | 12                               |
| Funding Profile:                        |          |                          |         |                                  |
| Prior to 2019-20                        | 2019-20  | 2020-21                  | 2021-22 | 2022-23                          |
| \$575.9 M                               | \$16.3 M | N/A                      | N/A     | N/A                              |
| 2023-24                                 | 2024-25  | 2025-26                  | 2026-27 | 2027-28                          |
| N/A                                     | N/A      | N/A                      | N/A     | N/A                              |

### *Canada Strategic Infrastructure Fund:*

| Project Funding Envelope <sup>2</sup> : |          | Funding Still Available: |         | Projects Approved and Announced: |
|---|----------|--------------------------|---------|----------------------------------|
| \$4.7 B                                 |          | \$0                      |         | 91                               |
| Funding Profile:                        |          |                          |         |                                  |
| Prior to 2019-20                        | 2019-20  | 2020-21                  | 2021-22 | 2022-23                          |
| \$4.6 B                                 | \$31.2 M | \$5.2 M                  | N/A     | N/A                              |
| 2023-24                                 | 2024-25  | 2025-26                  | 2026-27 | 2027-28                          |
| N/A                                     | N/A      | N/A                      | N/A     | N/A                              |

<sup>1,2</sup> The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

---

## CURRENT STATUS

- All funding under these programs has been committed and no new applications are being accepted.

### *Border Infrastructure Fund*

- A total of 12 projects with a federal contribution of \$592 million and total value of over \$1.3 billion, were approved. Three projects remain to be completed and are being delivered by Transport Canada.

### *Canada Strategic Infrastructure Fund*

- A total of 91 projects with a federal contribution of \$4.7 billion and total value of over \$12.4 billion, have been approved. A total of 78 projects have been successfully completed, which represents 86 percent of the approved projects.
- Major projects funded under the Fund include the Canada line rail rapid transit system, GO Transit Barrie line Improvements, Vancouver Convention and Exhibition Centre, and a Toronto Transit Commission project.

## NEXT STEPS

- These programs provide funding for large and/or complex projects, which may require adjustments from time to time (e.g., due to scheduling delays).
- In collaboration with other federal delivery partners, Infrastructure Canada is working with recipients to complete projects, including flowing final payments.

# RESEARCH AND KNOWLEDGE INITIATIVE

## MANDATE

- The Research and Knowledge Initiative aims to build external capacity to enhance the evidence base and strengthen knowledge on infrastructure and communities in Canada.

## DESCRIPTION

- The Initiative is a merit-based contribution funding program designed to fund research and data projects that generate new knowledge, advance thinking on key issues, and disseminate data and research outcomes broadly to infrastructure stakeholders so as to support evidence-based decision-making.
- The program is designed to build data and research capacity across a wide range of infrastructure-related areas. The first competitive call will solicit proposals for projects that explore the linkages between public transit investment and social/community benefits.
- [REDACTED]
- Generally, projects will be solicited competitively through open calls for proposals. However, the program terms and conditions do allow for targeted calls, as well as consideration of unsolicited proposals, when an open call approach has not yielded sufficient quantity and quality of project proposals. Final selection of project proposals that meet the programs requirements is made by the Minister of Infrastructure and Communities.


## FUNDING

| Program Allocation: |         | Funding Still Available: |         | Projects Approved and Announced: |
|---------------------|---------|--------------------------|---------|----------------------------------|
| \$10 M              |         | \$7 M                    |         | 1                                |
| Funding Profile:    |         |                          |         |                                  |
| Prior to 2019-20    | 2019-20 | 2020-21                  | 2021-22 | 2022-23                          |
| \$0                 | \$2 M   | \$2.5 M                  | \$2.3 M | \$1.8 M                          |
| 2023-24             | 2024-25 | 2025-26                  | 2026-27 | 2027-28                          |
| \$1.5 M             | N/A     | N/A                      | N/A     | N/A                              |

- The Initiative has \$10 million in funding over five years.

---

## CURRENT STATUS

- The Initiative has funded the Data for Canadian Cities Pilot Project (\$3 million over three years), being implemented by the World Council on City Data. This project will see the adoption of a recognized data standard in fifteen cities across Canada that measures municipal performance, including delivery of city services and quality of life. The pilot project aims to improve municipal data capacity through use of standardized data that will enable benchmarking among participating cities in Canada and worldwide.
  - In addition, an open and competitive call for proposals is planned for 2020. This will be an opportunity to enable projects to convene thought-leaders and stakeholders, build multi-sectoral partnerships, and generate outcomes that support better decision-making on infrastructure and community building issues across Canada.
  - An additional \$15 million remains in the fiscal framework for a program to support data and research capacity building, consistent with the department's overall strategy in this area.
- 

## NEXT STEPS

- An open and competitive call is planned for 2020.

---

# CLIMATE-RESILIENT BUILDINGS AND CORE PUBLIC INFRASTRUCTURE INITIATIVE

## MANDATE

- The Climate-Resilient Buildings and Core Public Infrastructure Initiative aims to support the rehabilitation and design of new buildings and public infrastructure to ensure their performance under the impacts of climate change.

## DESCRIPTION

- Infrastructure Canada is providing funding to the National Research Council to deliver this five year initiative. The National Research Council is developing data, guidelines, standards, and specifications to inform potential changes to building codes in Canada.
- Canada's building codes have been developed using climate data that is decades out of date. To keep pace with the realities presented by a changing climate, such as extreme weather, they need to be updated.
- This program began in 2016 and is scheduled to end in March 2021.

## FUNDING

- Infrastructure Canada is providing \$42.5 million over 5 years (2016-2021) to the National Research Council.

## CURRENT STATUS

- Work has been completed or is ongoing in many projects:
  - 28 sections of the National Master Specification have been updated to include new requirements for climate resilience of buildings;
  - Updates have been made to the Canadian Highway Bridge Design Code and the 2020 National Building Code;
  - Four new CSA standards related to flooding have been published;
  - A National Wildland Urban Interface Guide/Code is in development;
  - Three new standards on resilient buildings have been completed, and progress has been made on developing guidelines for the prevention of overheating in buildings;
  - Research is being done on the impacts of climate change on flexible road performance, semi-rigid pavements, and the effect of temperature on light rail tracks;
  - Three major projects were launched to develop guidance for storm sewers, water supply systems, and sanitary sewer systems in a changing climate; and



- 
- A framework for integrating climate change impacts into lifecycle assessments is being developed and a National Life Cycle Inventory database is being developed.

## NEXT STEPS

- The primary area of focus going forward is to increase awareness of the new guidelines, standards, and codes to improve their adoption by provinces, territories and communities across Canada.

---

# INFRASTRUCTURE DATA INITIATIVES

## MANDATE

- Infrastructure Canada seeks to enable the use of data and research in decision-making and to cultivate innovative ideas and practices. As such, the department has been working to improve the availability of infrastructure-related data and analysis to help support a more evidence- and results-based approach to infrastructure programming.

## DESCRIPTION

- Data and evidence are the basis for making sound investments in infrastructure. Understanding the state and condition of infrastructure assets supports decision-makers in prioritizing investments and understanding their benefits.
- Initial activity has focused on the development of baseline data for measuring the state and condition of public infrastructure as well as the public and private economic contributions of infrastructure construction in Canada.

## FUNDING

- Infrastructure Canada has been allocated \$25 million in funding over 10 years for data. Currently, nearly \$8.5 million has been committed between 2016-17 and 2019-20, with much of this funding associated with our data work with Statistics Canada.

## CURRENT STATUS

- Infrastructure Canada is working in collaboration with Statistics Canada and other organizations to ensure the provision of high quality, timely, and nationally consistent data that is available to all levels of government.
- Infrastructure Canada also continues to develop and enhance tools and analytical systems to measure and assess public and private infrastructure in Canada.
- **Canada's Core Public Infrastructure (CCPI)** survey examined the stock, condition and performance of Canada's publicly-owned infrastructure assets in 2016. The results of this survey were released in 2018 and are being used by academia.
  - The 2018 CCPI survey will be launched by Statistics Canada in the fall of 2019. In order to ensure success, survey work included significant engagement with key stakeholders, such as provinces and territories, in order to ensure greater buy-in to the survey results going forward.
- **The Infrastructure Economic Account (INFEA)** provides data that quantifies the economic contribution of the construction of public and private infrastructure in the Canadian

---

economy. INFEA measures the impact of infrastructure investment on the economy, environment and society to provide comparable national and sub-national infrastructure statistics.

- The first phase focuses on economic indicators, including the growth in infrastructure investment, the link between infrastructure capital investment and economic growth and jobs directly and indirectly related to infrastructure construction.
- Future phases will build in environmental and social indicators, including greenhouse gas emissions attributable to the construction of infrastructure, and social indicators on infrastructure accessibility and proximity indicators.
- The enhanced **Capital and Repair Expenditures (CAPEX)** survey, which will allow Infrastructure Canada to answer questions regarding the level of infrastructure investment made by various levels of government, in both the private and public sectors.
  - The enhanced CAPEX survey was launched by Statistics Canada in 2019 and results will be available in early 2020.

## NEXT STEPS

- The 2018 CCPI survey will be launched by Statistics Canada in the fall of 2019.
- The enhanced CAPEX survey was launched by Statistics Canada in 2019 and results will be available in early 2020.

---

# CANADA INFRASTRUCTURE BANK

## MANDATE

- The Canada Infrastructure Bank (CIB) is a Crown corporation with a mandate to use federal support to attract private sector and institutional investment into new, revenue-generating infrastructure projects.
- The CIB provides advisory and capacity building support to governments on large, complex projects involving the private sector, and demonstrates how revenue models and user pricing can be used to help crowd in private capital to make public dollars go further.

## DESCRIPTION

- Operational since late 2017, the CIB has a commercially-oriented mandate in structuring and managing investments and providing advice through its investment and advisory business lines. The CIB is establishing itself as a centre of expertise on complex public-private transactions. The CIB is also building up data and information capacity to support more evidence based decision making and planning, particularly around what models are best for particular assets.
- The Government of Canada has designed the CIB as a Crown corporation to operate at arm's length with a board of directors, allowing it to act more commercially, like a merchant or investment bank in executing transactions. The Board approves investment terms, pricing, and structures on projects that can be executed. The Government has a role in setting priorities and the early review of the CIB's determination of projects that are in the public interest.
- The CIB will focus its investments in key priority areas:
  - Public transit;
  - Trade and transportation corridors;
  - Green infrastructure; and
  - Broadband.
- The CIB uses financial instruments including loans, equity, and, where appropriate, loan guarantees to deliver federal support to projects in the public interest to make them commercially viable and crowd-in private investment.
- With most public infrastructure in Canada funded from general tax revenues, the CIB was designed to help reduce the fiscal pressure on governments by advancing more user and beneficiary pricing models to fund infrastructure so that more private investment can be brought into longer term, public oriented projects.
- The CIB model provides an alternative to traditional contribution funding as well as traditional public-private partnerships (P3s), both of which are based on public funding of infrastructure. This

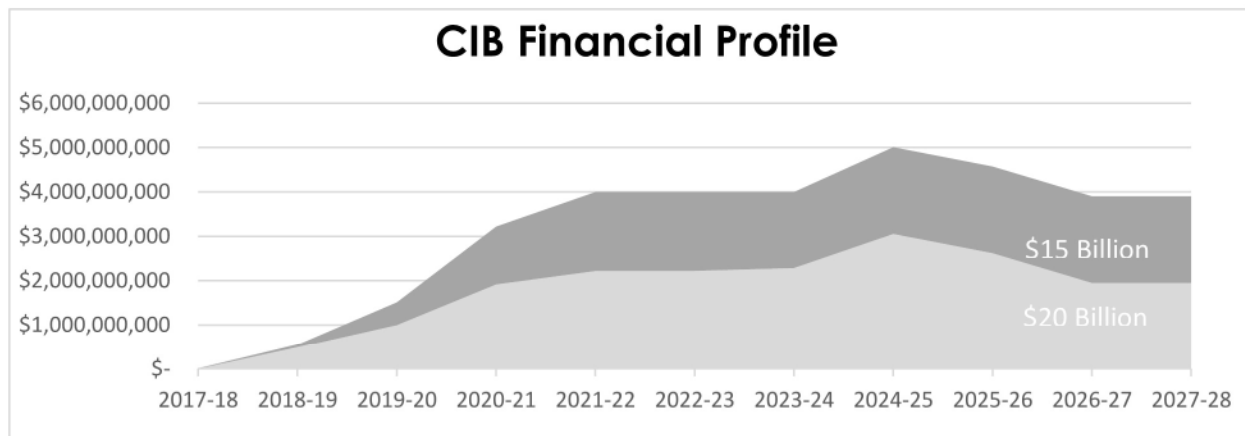
new partnership model allows for projects that produce revenue to cover all or part of asset construction or operation to use that revenue to fund the asset in place of government funding.

- Projects that have revenue attached to them create business models that allow for the private sector to invest in projects and absorb more risk as well as create opportunities to invest equity as well as debt into projects.
- The CIB model allows the private sector to assume additional risks, beyond construction, to usage or revenue, thereby relating financial returns to project usage and revenue risk. The model aims to crowd-in and mobilize private and institutional capital, encouraging a deeper relationship and the potential for joint ownership of assets with the private sector.
- There are already projects that produce revenue such as certain roads, bridges, water treatment facilities, or public transit that now could be structured differently with more innovative financing to allow more infrastructure to be built without the same burden on taxpayers.

## FUNDING

| Total Funding Envelope of Program           |         | Total Investment Commitments for Projects: |         | Total Number of Project Investment Commitments: |
|---|---------|--|---------|---|
| \$35 B                                      |         | \$3.3 B                                    |         | 3   |
| Flow of Funding (Federal Funding Profile*): |         |  |         |   |
| Prior to 2019-20                            | 2019-20 | 2020-21                                    | 2021-22 |   |
| \$563.6 M                                   | \$1.6 B | \$3.3 B                                    | \$4.0 B |   |
| 2022-23                                     | 2023-24 | 2024-25 to 2027-28                         |         |   |
| \$4.1 B                                     | \$4.1 B | \$17.5 B                                   |         |   |

\*refers to anticipated funding profiles in future years and includes operating and capital budgets.



- As part of the *Investing in Canada Plan*, the CIB will invest \$35 billion over 11 years. Of this funding envelope, \$15 billion is to be used to catalyse innovative approaches to infrastructure funding as concessional financing, or under-market lending or potential risk capital, to bring governments and private investors together on projects suited for these types of partnerships, including revenue models.
- The CIB's funds have been profiled in the fiscal framework over five years.
- Treasury Board approves the CIB's annual operating and capital budgets.
- As the CIB is legislatively appropriated, the CIB's appropriations are held in the Consolidated Revenue Fund and the CIB requests drawdowns from the Department of Finance as required for its operating and capital needs.
- The nature of the CIB's financial transactions are complicated and may be long-term or involve complex due diligence, and a mix of public grant capital as well as investment capital depending on the project.
- The objective is for less public money to be used to build new infrastructure and to leverage or deploy new revenue models where it makes sense for beneficiaries to pay more of the costs, thus relieving the burden on taxpayers.
- Bringing private partners into structures will bring capital as well as expertise to build and maintain projects, promote innovation and efficiency through appropriate risk sharing, and transfer risk to the private sector.

## CURRENT STATUS

- The CIB is operational across Canada with headquarters in Toronto. It currently has a staff of about 45 people, and continues to grow as it expands its business lines. The CIB is further advanced in its investment business line buildout than its advisory and data and information roles. Its business lines are meant to be mutually reinforcing to advise, inform, and invest.
- To date, the CIB's total capital commitments for projects is approximately \$3.3 billion. This includes:

- \$1.283 billion for Réseau express métropolitain;

- 
- \$2 billion for the GO Expansion On Corridor project; and
  - up to \$20 million for the Mapleton Water and Wastewater project.
- 
- The CIB has also committed to provide \$55 million over two years for a joint project office with VIA Rail to undertake due diligence and advisory work for the High Frequency Rail project, with \$15 million of this coming out of its 2019-20 operating budget.
  - The CIB has been engaged in other potential projects but the long term financial commitments have not yet been determined. Many large, complex projects take time to evolve with long lead times in planning.

## NEXT STEPS

- There is one vacant director position on the CIB Board, and two terms ending in November 2019.
- Work is underway to streamline the project review process with the Government regarding CIB proposed projects through its Corporate Plan.



---

## ANNEX A: INVESTMENT AND ADVISORY COMMITMENTS

### ***Réseau Express Métropolitain (Montréal, QC; Total Cost: \$6.3 billion; CIB Investment: \$1.283 billion)***

- The Réseau express métropolitain (REM) project involves construction of a new automated light-rail train network serving the greater Montréal area. It will include 26 stations and span 67 km of tracks, almost doubling the current metro network, which is 71 km long.
- In February 2019, the CIB announced its investment commitment of \$1.283 billion to the project in the form of debt.
- To date, the CIB has paid \$779 million for REM payments.
- The project is currently under construction. The estimated construction completion date is summer 2021.

### ***GO Expansion – On Corridor (Greater Toronto and Hamilton Area, ON; Total Cost: \$16.8 billion; CIB Investment: \$2 billion)***

- The GO Expansion – On Corridor project will extend frequent two-way all-day service across the Greater Toronto and Hamilton Area. It represents the largest infrastructure program ever undertaken by the Government of Ontario.
- In June 2019, the CIB announced its investment commitment of up to \$2 billion to the project in the form of debt, which will be structured as stapled financing to replace the provincial funding. The actual amount of full financing is unknown until financial close.
- The project is currently in procurement. The estimated construction completion date is 2028.

### ***Mapleton Water and Wastewater (Mapleton, ON; Total Cost: \$15-30 million; CIB Investment: \$20 million)***

- The Township of Mapleton is procuring a partner to design, build, finance, operate and maintain the municipality's new and existing water and wastewater infrastructure for up to 20 years.
- In July 2019, the CIB made an investment commitment of up to \$20 million to the project in the form of debt. This is a pilot project for the CIB to demonstrate new models for structuring, financing and bundling smaller municipal water and wastewater projects.
- The project is currently in procurement. The construction timeline is to be finalized.

### ***VIA Rail High Frequency Rail (ON & QC; Total Cost: \$6 billion, CIB Advisory Commitment: \$55 million)***

- The proposed High Frequency Rail (HFR) project involves building dedicated passenger tracks along the Toronto-Ottawa-Montreal-Quebec City corridor and purchasing new trains to provide service along the route.
- In June 2019, the CIB publicly announced its partnership with VIA Rail and Government of Canada to establish a Joint Project Office to undertake de-risking activities for the VIA Rail HFR project. As part of the initiative, the CIB will provide \$55 million to support the project's due diligence, financial

---

advisory services and help fully develop the proposed project's scope of work. Potential future CIB investment in the project will depend on the project's alignment with the CIB mandate.

- The project is currently in the planning stage.

***Lulu Island District Energy (Richmond, BC; Total Cost: TBD; CIB Advisory)***

- The proposed project involves expanding the City of Richmond's current district energy systems from 3.6 million sq. ft. to more than 4.7 million sq. ft. over time.
- In August 2019, the CIB publicly announced the signing of a Memorandum of Understanding with the Lulu Island Energy Company.
- The project is currently at planning stage.

***Contrecoeur Port Expansion (Montréal, QC; Total Cost: TBD; CIB Advisory)***

- The proposed project involves the construction of a 1.15M TEU container terminal on Montreal Port Authority land in Contrecoeur.
- In August 2019, the CIB publicly announced the signing of a Memorandum of Understanding with the Montreal Port Authority.
- The project is currently waiting for permits with an estimated construction start of 2020.

***Taltson Hydroelectricity Expansion (Northwest Territories; Total Cost: TBD; CIB Advisory)***

- The Government of Northwest Territories has two isolated electricity transmission systems to service the North Slave (Snare Grid) and South Slave (Taltson Grid) regions.
- The Government of Northwest Territories plans to expand the existing Taltson generating station by constructing a new 60 megawatt, clean energy hydroelectric facility and 270 kilometres of transmission lines to connect the two electrical systems.
- The CIB announced their advisory services engagement on the proposed Taltson Hydroelectricity Expansion Project.
- The CIB will assist the Government of Northwest Territories in developing the project's financial structure and business case.

MINISTER OF RURAL  
ECONOMIC DEVELOPMENT



# PROVINCIAL/ TERRITORIAL PROFILES & KEY STAKEHOLDERS

# 2019

---

# TABLE OF CONTENTS

**Section A: This section provides key facts on each province and territory (in order of West-East-North) along with an overview of Infrastructure Canada's programming in each jurisdiction.**

TAB

|                                 |    |
|---------------------------------|----|
| British Columbia .....          | 1  |
| Alberta.....                    | 2  |
| Saskatchewan .....              | 3  |
| Manitoba .....                  | 4  |
| Ontario .....                   | 5  |
| Québec .....                    | 6  |
| New Brunswick.....              | 7  |
| Nova Scotia .....               | 8  |
| Prince Edward Island .....      | 9  |
| Newfoundland and Labrador ..... | 10 |
| Yukon .....                     | 11 |
| Northwest Territories .....     | 12 |
| Nunavut.....                    | 13 |

**Section B: This section includes an overview of key partners and stakeholders, including a list of key contacts with whom you may wish to engage in your first 100 days as Minister of Rural Economic Development.**

TAB

|  |    |
|--|----|
| Overview of Key Partners and Stakeholders..... | 14 |
| Provincial and Territorial Counterparts .....  | 15 |
| Federation of Canadian Municipalities .....    | 16 |
| National Indigenous Organizations.....         | 17 |
| Other Key Stakeholders .....                   | 18 |

---

# BRITISH COLUMBIA PROVINCIAL PROFILE

## POLITICAL CONTEXT

The **New Democratic** Party of British Columbia formed a minority government on May 9, 2017. The Liberal Party is the Official Opposition. The next provincial election is scheduled to take place on or before October 16, 2021.

The next general municipal election for British Columbia's 162 municipalities is expected to occur in 2022.

## PREMIER



**John Horgan**, Premier  
(elected May 9, 2017)

## PROVINCIAL COUNTERPARTS



**Doug Donaldson**, Minister of Forest, Lands, Natural Resource Operations and Rural Development  
(appointed July 18, 2017)

The Ministry of Forests, Lands, Natural Resource Operations and Rural Development is responsible for the stewardship of provincial Crown land and natural resources, and for the protection of B.C.'s archaeological and heritage resources



**Selina Robinson**, Minister of Municipal Affairs and Housing (appointed July 18, 2017), and Acting Minister of Citizens' Services (appointed October 4, 2019)

The Ministry of Municipal Affairs and Housing provides leadership in supporting local governments, not-for-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient, and socially and environmentally responsible; and provides British Columbians with access to more affordable, safe and appropriate housing. The Ministry of Citizens' Services provides a wide range of services to British Columbians across the province, both in person and online.

## GOVERNMENT PRIORITIES

**Key priorities include infrastructure investment:** The 2019 Speech from the Throne outlined a number of key priorities, including:

- making life more affordable;
- advancing reconciliation;
- improving services through quality health care and a world-class education system;
- supporting a sustainable economy; and
- investing in infrastructure.

## RURAL PRIORITIES

The **Ministry of Forests, Lands, Natural Resource Operations and Rural Development** works with rural communities to strengthen local economies and build resilience to economic disruption.

It manages the **Rural Dividend** (\$25 million), which in previous years provided grants and contributions to municipalities, Indigenous groups, and non-profits to enhance rural economic development, diversification, and capacity, as well as support for Indigenous communities and rural climate change readiness. However, in September 2019 the province announced it was placing the Rural Dividend on temporary hold, and reprioritizing its funding to support \$69 million in new measures to help BC's logging industry.

**The Ministry of Municipal Affairs and Housing** supports local governments, not-for-profit organizations and residents to build vibrant and healthy communities (e.g. housing issues, infrastructure, local election reform, etc.).

## BROADBAND PRIORITIES

**Network BC**, in the Ministry of Citizens' Services, encourages the expansion of connectivity in rural and remote areas across the province.

---

Network BC manages the **Connecting British Columbia** program, which helps pay for infrastructure required to deliver high-speed Internet connectivity to rural and remote areas of the province. In 2019, the BC Government committed \$50 million for the Connecting BC program, building on a \$40 million commitment made in Budget 2017.

## PROVINCIAL INFRASTRUCTURE PRIORITIES

**Historic provincial investment:** Noted as “the largest infrastructure investment in B.C.’s history,” the 2019 provincial Budget announced approximately \$20.1 billion in capital spending between 2019-2022, across the province. This includes:

- \$6.6 billion for transportation and transit projects between 2019-2022;
- \$1 billion for post-secondary institution housing and new building construction;
- \$1.3 billion for the health sector; and
- \$1.6 billion for provincial transportation investments in 2019-2020.

**Community benefits:** British Columbia’s approach to core infrastructure construction includes an emphasis on generating Community Benefits, with the intention of providing greater opportunities for training and apprenticeships, and providing more trades opportunities for local workers, Indigenous people, women and youth by leveraging investments in large transportation and transit projects.

## DRIVERS AND OTHER CONSIDERATIONS

**Urban demographic:** In 2016, 88.4 percent of the population of British Columbia lived in urban centers, higher than the national rate of 83.2 percent. Between 2011 and 2016, the province’s urban population grew by 5.6 percent which was higher than the national rate of 5.0 percent. Population projections for the 2011-2025 period indicate that British Columbia’s rural population will continue to decline by approximately 12.2 percent during that period.

**Challenging the Trans Mountain Pipeline expansion:** Citing the risk of marine oil tanker spills as a serious environmental concern, the province, along with the City of Vancouver and a number of environmental groups and First Nations communities, have launched legal challenges against the federal government’s Trans-Mountain pipeline expansion project.

**Affordable housing commitment:** In line with the Government’s commitment to expand affordable housing, \$393 million will be spent in 2019-2020 on housing. A portion of this funding will be used to build 2,200 modular units across the province as part of a supportive housing response strategy.

**Record wildfires:** The 2018 wildfire season in British Columbia broke the record for the largest number of unique fires. In the 2019 season, British Columbia has already had 782 wildfires.

**CleanBC investment:** Budget 2019 lays out \$902 million in new funding for *CleanBC* initiatives over the next three years, with plans to invest \$40 million to:

- support energy efficiency and emission reduction projects in more than 1,500 government owned or leased buildings;

- 
- provide \$15 million to encourage remote communities to switch to cleaner energy sources; and,
  - work with the Business Council of British Columbia on the Government's goal of reducing climate pollution while creating more jobs and economic opportunities.

## ECONOMIC INDICATORS

**Positive Economic Growth:** of approximately 2.4 percent in 2019, higher than the 2.2 percent growth experienced in 2018.

**Budgetary surplus:** The province is projecting a surplus of \$274 million (0.1 percent of GDP) in 2019-2020, with modest surpluses through to 2021-2022. Total expenses are projected to grow on average by 3.4 percent and total revenues by 3.3 percent to the end of the forecast horizon in 2021-2022.

**Infrastructure Economic Accounts Data:** In 2018, private (\$4.3 billion) and public (\$8.2 billion) industry investment increased by a combined total of \$318 million over 2017.

**Unemployment Expected to Increase:** a small increase in 2019, to 4.9 percent, up from 4.7 percent in 2018, the lowest unemployment rate in the country, outside the territories.

A 2019 BuildForce Canada report noted that the timing of a number of concurrent new major projects is expected to increase non-residential employment by 12,900 workers between 2019 and 2021, increasing employment in the construction industry by about 14,600 jobs.



## PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$4.1 billion (Total Allocation)<br>Canada-British Columbia Integrated Bilateral Agreement signed on April 3, 2018 |  |
|--|--|
| Rural and Northern Stream  | <b>Initial Allocation:</b> \$166 million<br><b>Funds Committed (includes administration):</b> \$0.7 million<br><b>Projects Approved and Announced:</b> 0<br><b>Funding Still Available**</b> \$165.3 million |
| MERIT-BASED PROGRAMS   |  |
| Disaster Mitigation and Adaptation Fund <sup>1</sup>   | <b>Projects Approved:</b> 6<br><b>Total Federal Contribution:</b> \$192.8 million  |
| OTHER PROGRAMS   |  |
| Clean Water and Wastewater Fund  | <b>Allocation:</b> \$225.1 million (Funds are fully committed)<br><b>Total Projects:</b> 180   |
| Gas Tax Fund   | <b>Allocation for 2018-2019:</b> \$278.6 million   |

\*Note: Information reflects data as of October 16, 2019.

\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.

## EXAMPLES OF FEDERAL BROADBAND FUNDING IN BRITISH COLUMBIA

| PROGRAM   |  |
|---|--|
| Connect to Innovate (CTI) Program<br>(ISED administered)  | <b>CTI Contribution:</b> \$55.5 million<br><b>Announced Projects:</b> 10 |
| NOTABLE PROJECTS  |  |
| <b>Broadband: Strathcona Regional District</b><br>\$24.6 million, plus \$8.4 million from the Government of British Columbia, to Strathcona Regional District to improve high-speed Internet service for 131 communities and 63 institutions. | Connect to Innovate Program and Indigenous Services Canada               |
| <b>Broadband: CityWest Cable and Telephone</b><br>\$9.3 million, plus \$3.1 million from the Government of British Columbia, to CityWest Cable and Telephone to improve high-speed Internet service for 23 communities and 97 institutions.   | Connect to Innovate Program and Indigenous Services Canada               |

---

---

<sup>1</sup> As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

---

# ALBERTA PROVINCIAL PROFILE

## POLITICAL CONTEXT

On April 16, 2019 the **United Conservative** Party of Alberta formed a majority government. The New Democratic Party is the Official Opposition. The next provincial election is expected to take place on May 31, 2023.

The next municipal elections, covering Alberta's 352 municipalities, are expected to occur in 2021.

## PREMIER



**Jason Kenney**, Premier  
(elected April 16, 2019)

## PROVINCIAL COUNTERPARTS



**Devin Dreeshen**, Minister of Agriculture and Forestry  
(appointed April 30, 2019)

The Ministry supports the growth, diversification and sustainability of Alberta's agriculture and forest industries.



**Tanya Fir**, Minister of Economic Development, Trade and Tourism  
(appointed April 30, 2019)

The Ministry leads economic development efforts, supports businesses and investors and promotes Alberta's tourism industry.



**Kaycee Madu**, Minister of Municipal Affairs  
(appointed April 30, 2019)

The Ministry helps provide collaborative and accountable local government to Albertans. Other services include funding supports for municipalities and a comprehensive approach to managing emergencies through the Alberta Emergency Management Agency.

---

## GOVERNMENT PRIORITIES

**Renewal agenda:** The Government of Alberta's 2019 Speech from the Throne outlined three main priority areas of work:

- focusing on policies designed to create jobs, growth, and economic diversification;
- standing up for the province's right to control and develop its natural resources and to compete freely and fairly in the national and international economies; and,
- making life better for all Albertans by ensuring the quality and effectiveness of public services in health care and education, and by supporting the most vulnerable in society.

**Balancing the Budget by 2022-2023:** In line with recommendations from the "Blue Ribbon Panel" report, the 2019 provincial Budget underscores the government's commitment to responsible fiscal management, and includes a 2.8 percent spending reduction over four years in order to achieve a surplus of \$584 million in 2022-2023.

## RURAL PRIORITIES

**The Ministry of Agriculture and Forestry** supports the sustainability of Alberta's agriculture and forest industries, and works with other Government of Alberta ministries to enable resilient rural communities. It supports rural Alberta by promoting awareness and access to local food, and by providing insurance, lending and disaster recovery options through the Agriculture Financial Services Corporation.

**The Ministry of Municipal Affairs** helps municipalities provide well-managed, collaborative, and accountable local government to Albertans (e.g. building safety standards, emergency management, public library services, etc.).

**The Ministry of Economic Development, Trade and Tourism** supports a robust and dynamic economy (supporting business, enhancing capital access, supporting tourism, etc.).

## BROADBAND PRIORITIES

In its previous Speech from the Throne (Fifth Session of the 29th Legislature on March 18), Alberta announced development of a new "**Rural Broadband Strategy**" to strengthen broadband service in rural communities.

## PROVINCIAL INFRASTRUCTURE PRIORITIES

**Reduced capital spending:** The 2019 Capital Plan will see provincial spending on capital decrease by over \$2.9 billion between 2019-2020 and 2022-2023 compared to the 2018 Capital Plan, in line with the provincial government's intention to align per capita capital spending in line with other provinces. The 2019 Capital Plan will invest \$24.2 billion over four years on:

- \$6.9 billion for direct municipal support with an intent to adjust provincial spending to recognize the current fiscal environment;
- \$2.9 billion for roads and bridges;

- 
- \$2.9 billion for health facilities;
  - \$1.8 billion for schools;
  - \$3.6 billion for capital maintenance and renewal of public infrastructure;
  - \$476 million for family social supports and housing; and
  - \$463 million for post-secondary infrastructure.

The provincial government will publish an annual infrastructure report and 20-year strategic capital plan.

**Reduced Municipal Funding:** Funding for the Municipal Sustainability Initiative, which allocates provincial funding to municipalities for infrastructure construction, will be reduced by \$94 million in 2020-2021, and \$142 million in 2021-2022.

## DRIVERS AND OTHER CONSIDERATIONS

**Climate Change:** With the passage of *An Act to the Carbon Tax*, the Government has followed up on its commitment to end “costly subsidies” to renewable energy developments, and to eliminate province-wide consumer-carbon taxes.

- Alberta considers Bill C-69, *An Act to enact the Impact Assessment Act and the Canadian Energy Regulator Act*, to be a violation of its jurisdiction over the production of oil and gas, and is pursuing a constitutional challenge of the bill. It joins Saskatchewan, Manitoba, New Brunswick and Ontario in its challenge.

## ECONOMIC INDICATORS

**Rebounding GDP growth:** The provincial government projects real GDP growth of 0.6% for 2019-2020, down from an estimated 2.2% for 2018-2019. Attributed to existing market access challenges, GDP growth is predicted to rebound as a result of increased business investment and exports to a level averaging 3% between 2021 and 2023. The government anticipates that reductions in the corporate tax rate will help effectuate a prolonged economic recovery, and make Alberta one of the most attractive investment destinations in North America by 2022.

**Small reduction in unemployment:** The unemployment rate is expected to remain steady over 2019-2020, to a rate of 6.7%, compared to 6.6% in 2018-2019. By 2023, the unemployment rate is expected to shrink to 5.2%.

A BuildForce Canada assessment of Alberta’s construction labour market conditions forecasts dampened labour market growth until 2021, but notes total construction employment is expected to rise by 20,400 jobs (+11 percent) between 2021 and 2023.

**Infrastructure Economic Accounts Data:** In 2018, private (\$5.6 billion) and public (\$8.9 billion) industry investments grew by a combined total of \$448 million over 2017.

## PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$3.398 billion (Total Allocation)<br>Canada-Alberta Integrated Bilateral Agreement signed on April 3, 2018 |   |
|---|---|
| Rural and Northern Stream   | <b>Initial Allocation:</b> \$159.7 million<br><b>Funds Committed (includes administration):</b> \$0.4 million<br><b>Projects Approved and Announced:</b> 0<br><b>Funding Still Available**:</b> \$159.3 million |
| MERIT-BASED PROGRAMS  |   |
| Disaster Mitigation and Adaptation Fund <sup>1</sup>  | <b>Projects Approved:</b> 4<br><b>Total Federal Contribution:</b> \$258 million   |
| OTHER PROGRAMS  |   |
| Clean Water and Wastewater Fund   | <b>Allocation:</b> \$196.7 million (Funds are fully committed)<br><b>Total Projects:</b> 66   |
| Gas Tax Fund  | <b>Allocation for 2018-2019:</b> \$229.5 million  |

\*Note: Information reflects data as of October 16, 2019.

\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.

## EXAMPLES OF FEDERAL BROADBAND FUNDING IN ALBERTA

| PROGRAM   |  |
|---|--|
| Connect to Innovate (CTI) Program<br>(ISED administered)  | <b>CTI Contribution:</b> \$26.1 million<br><b>Announced Projects:</b> 19 |
| NOTABLE PROJECTS  |  |
| <b>Broadband: Arrow Technology Group GP Limited</b><br>\$4.9 million (two projects: \$3.61 million and \$1.26 million) to bring new high-speed Internet access to seven communities including Zama City, the 5 Bigstone Cree First Nations communities, and Sandy Lake, in northern Alberta.  | Connect to Innovate Program  |
| <b>Broadband: Arrow Technology Group GP Limited and GPNetworks</b><br>\$2.37 million (two projects \$1.12 million and \$1.25 million) for Arrow Technology Group.<br>\$1.26 million (two projects: \$803,000 and \$461,000) for GPNetworks to bring new or improved high-speed Internet access and capacity to four communities in rural Alberta. | Connect to Innovate Program  |

---

---

<sup>1</sup> As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

---

# SASKATCHEWAN PROVINCIAL PROFILE

## POLITICAL CONTEXT

On February 2, 2018, following a Saskatchewan Party leadership vote, Premier Scott Moe of the **Saskatchewan Party** was sworn in as Premier. The New Democratic Party is the Official Opposition. The next provincial election is expected to take place on or before October 26, 2020.

Saskatchewan contains 779 municipalities. Urban municipal elections are expected to take place in 2020. Rural elections will occur in either 2022 if even-numbered or 2020 if odd-numbered.

## PREMIER



**Scott Moe**, Premier  
(sworn in February 2, 2018)

## PROVINCIAL COUNTERPARTS



**Lori Carr**, Minister of Government Relations, Minister Responsible for First Nations, Métis and Northern Affairs  
(appointed August 13, 2019)

The Ministry is responsible for municipal relations, public safety, and First Nations, Métis and northern affairs, and enhancing the quality of life for all Saskatchewan people; and to promote community safety.



**Jeremy Harrison**, Minister of Trade and Export Development, and Minister of Immigration and Career Training  
(appointed February 2, 2018)

The Ministry of Trade and Export Development advances economic growth to generate wealth and opportunity in Saskatchewan. The Ministry facilitates a co-ordinated cross-government approach to attract investment and grow export markets. The Ministry of Immigration and Career Training leads efforts to help individuals prepare for, obtain and maintain employment, and activities to assist employers with the development, recruitment and retention of workers, consistent with provincial labour market needs.



---

## GOVERNMENT PRIORITIES

**Infrastructure among top priorities:** The 2018 Speech from the Throne underscored a commitment to “stand up for Saskatchewan’s interests, economy and people,” and highlighted a number of key priorities, including:

- the continuation of deficit reduction while growing the provincial economy;
- investing in education, health, and infrastructure;
- standing against the federal carbon tax;
- taking action on climate change;
- reconciliation;
- and ensuring public safety.

**Balancing the budget:** To support the “right balance for Saskatchewan,” the 2019 provincial Budget outlined the Government’s commitment to achieve a balanced budget and total spending of \$14.9 billion. Key Budget themes include:

- committing to no new taxes or tax increases;
- focusing on public safety;
- investing in health care, seniors, students and classrooms; and,
- investments in rural and urban infrastructure.

## RURAL PRIORITIES

**The Ministry for Government Relations** is responsible for municipal relations, public safety, and First Nations, Métis and northern affairs.

**The Ministry of Trade and Export Development** coordinates cross-governmental approaches to attract investment and grow export markets. The ministry is also tasked with supporting a competitive business environment, facilitating trade, and strengthening Saskatchewan’s international relations.

Rural economic development and/or capacity development is included in the mandates of most Saskatchewan Ministries (e.g. Agriculture, Energy and Resources, Immigration and Career Training, etc.).

## BROADBAND PRIORITIES

SaskTel is a Crown corporation that has ongoing investments that include rural areas. In 2018, SaskTel provided \$21.6 million for high speed Internet to rural communities.

---

# PROVINCIAL INFRASTRUCTURE PRIORITIES

**\$1.1 billion 2019-2020 capital plan** includes:

- \$457.8 million for transportation infrastructure;
- \$229.8 million for municipal infrastructure;
- \$103 million for health care;
- \$95.6 million for K-12 schools and education;
- \$22.4 million for advanced education and training; and
- \$214.7 million for government services.

**Additional Crown corporation investment:** The 2019-2020 capital plan also outlines infrastructure investments of over \$1.6 billion by Crown corporations, including SaskPower, SaskTel, SaskEnergy and SaskWater. Examples of projects include:

- \$321 million to upgrade SaskTel's wireless and wireline networks and enhance rural services; and,
- \$32 million for water and wastewater services by SaskWater.

## DRIVERS AND OTHER CONSIDERATIONS

**Opposition to federal carbon tax:** As "an ineffective policy that will not significantly reduce emissions and instead, harm Saskatchewan's economy and make life less affordable for Saskatchewan people," the provincial government is legally challenging the federal government's ability to impose the carbon tax, and has launched an appeal to the Supreme Court of Canada.

- Saskatchewan has noted that it is taking meaningful action to reduce greenhouse gas emissions by implementing the *Prairie Resilience Climate Change Strategy*, which includes commitments to: reduce annual emissions by nearly 12 million tonnes by 2030 by reducing emissions from electrical generation by 40 percent; decrease methane emissions from upstream oil and gas production by 40 percent; and implement output-based performance standards for heavy industry.

**Favours new pipelines:** Saskatchewan has indicated that a lack of new pipelines is reducing investor confidence in the province, and impeding economic growth by stalling the potential to ship oil to both domestic and international markets.

## ECONOMIC INDICATORS

**Increase in GDP:** The provincial government expects **real GDP growth of 1.2 percent** in 2019, up from **1.0 percent** in 2018. Expected growth in 2019 takes into consideration factors such as continued strength in the agriculture and potash industries and improvements in employment, as well as ongoing challenges in the oil and gas sector, including relatively low prices and uncertainty with respect to access to markets beyond the U.S.

**Balanced Budget:** The province is projecting a **surplus of \$34.4 million** in 2019-2020, which would achieve the Government's balanced budget target. Looking ahead, the province anticipates modest surpluses through to 2022-2023.

**Infrastructure Economic Accounts Data:** In 2018, private (\$873 million) and public (\$2.7 billion) industry investments increased by a combined \$109 million from 2017.

**Reduced unemployment:** Saskatchewan's unemployment rate is expected to decline slightly, from 6.2 percent in 2018 to 6 percent in 2019.

A 2019 BuildForce Canada report noted that Saskatchewan's construction and maintenance labour force declined for the fourth-straight year in 2018, due in part to a sharp decline in new housing starts.

## PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$896.3 million (Total Allocation)<br>Canada-Saskatchewan Integrated Bilateral Agreement signed on October 17, 2018 |   |
|---|---|
| Rural and Northern  | <b>Initial Allocation:</b> \$115.9 million<br><b>Funds Committed (includes administration):</b> \$28.4 million<br><b>Projects Approved and Announced:</b> 3<br><b>Funding Still Available**:</b> \$87.5 million |
| MERIT-BASED PROGRAMS  |   |
| Disaster Mitigation and Adaptation Fund <sup>1</sup>  | <b>Projects Approved:</b> 5<br><b>Total Federal Contribution:</b> \$82.4 million  |
| OTHER PROGRAMS  |   |
| Clean Water and Wastewater Fund   | <b>Allocation:</b> \$89.3 million (Funds are fully committed)<br><b>Total Projects:</b> 110   |
| Gas Tax Fund  | <b>Allocation for 2018-2019:</b> \$61.9 million   |
| NOTABLE PROJECTS  |   |
| <b>Recreation: City of Prince Albert</b><br>\$24 million to the City of Prince Albert to construct a new Aquatic and Arenas Recreation Centre.                  | Rural and Northern Stream   |

\*Note: Information reflects data as of October 16, 2019.

\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.

---

## EXAMPLES OF FEDERAL BROADBAND FUNDING IN SASKATCHEWAN

| PROGRAM   |   |
|---|---|
| <b>Connect to Innovate (CTI) Program</b><br>(ISED administered)   | <b>CTI Contribution:</b> \$23.8 million<br><b>Announced Projects:</b> 3 |
| NOTABLE PROJECTS  |   |
| <b>High-Speed Internet: FlexNetworks</b><br>\$11.2 million to FlexNetworks to bring new or improved high-speed Internet access and capacity to 21 rural communities in Saskatchewan.        | Connect to Innovate Program   |
| <b>High-Speed Internet: FlexNetworks</b><br>\$5.95 million to FlexNetworks to provide 14 communities and up to 34 institutions with new or improved access to high-speed Internet services. | Connect to Innovate Program   |
| <b>High-Speed Internet: SaskTel</b><br>\$6.63 million to SaskTel to provide 16 rural communities and up to 129 institutions with new or increased capacity to access high-speed Internet    | Connect to Innovate Program   |

---

<sup>1</sup> As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

---

# MANITOBA PROVINCIAL PROFILE

## POLITICAL CONTEXT

On September 10, 2019, the **Conservative Party** of Manitoba was re-elected for a second consecutive majority government. The New Democratic Party is the Official Opposition. The next provincial election is expected to take place on or before October 3, 2023.

The next municipal elections, representing 137 municipalities, are scheduled to occur in 2022.

## PREMIER



**Brian Pallister**, Premier  
(re-elected September 10, 2019)

## PROVINCIAL COUNTERPARTS



**Ralph Eichler**, Minister of Economic Development and Training  
(appointed October 23, 2019)

Economic Development and Training leads the delivery of the province's economic development strategy, and oversees post-secondary education and training.



**Rochelle Squires**, Minister of Municipal Relations  
(appointed October 23, 2019)

Manitoba's Department of Municipal Relations works with municipalities, planning districts, and non-governmental organizations to build and maintain strong, healthy and well-managed communities across the province.

---

## GOVERNMENT PRIORITIES

On September 30, 2019, the Government delivered a Speech from the Throne focused on “moving Manitoba forward with greater security, opportunity, and prosperity.” Priority areas include:

- completing necessary legislative requirements in order to fully implement the measures outlined in Budget 2019;
- continuing to work to make Manitoba more economically competitive by reducing regulatory red tape and encouraging innovation;
- completing the implementation of the New West Partnership Trade Agreement;
- addressing addictions and public safety issues; and
- making strategic investments to strengthen front-line health, education and social services.

During the 2019 election campaign, Premier Pallister identified “**lower taxes, a stronger economy, and an improved health care system**” as foundational elements to the party platform. Infrastructure-related announcements included:

- a \$204 million investment in natural infrastructure and wetland protection;
- a promise to modernize how construction projects are procured; and
- building 20 new schools in the province.

**Working to eliminate budget deficit:** Focused on “continuing on the road to recovery,” Manitoba’s 2019 pre-election provincial Budget forecasts steady progress in deficit reduction over the medium term, with the elimination of the deficit by 2022-2023.

## RURAL PRIORITIES

**The Ministry of Economic Development and Training** leads the delivery of the province’s economic development strategy, and oversees post-secondary education and training.

**The Department of Municipal Relations** works with municipalities, planning districts, and non-governmental organizations to build strong and well-managed communities (e.g. land management, community revitalization, infrastructure, etc.).

## BROADBAND PRIORITIES

No public programming.

## PROVINCIAL INFRASTRUCTURE PRIORITIES

**Investing in infrastructure:** Manitoba’s Budget 2019 commitments included:

- \$1 billion on roads and bridges, water and wastewater projects, flood protection, hospitals, schools, universities, and colleges;
- \$350 million for highway projects such as the Daly Bridge in Brandon, the replacement of the existing overpass near Portage la Prairie, and improvements to Manitoba Highway 21 near Shoal Lake;



- 
- \$45 million in 2019 for highways and roads to commemorate Manitoba's 150th year;
  - upgrades to the Headingley Correctional Centre, boiler replacement at the Central Power House, and fire alarm system replacement at the Manitoba Centennial Centre;
  - funding for major improvements to airports at St. Theresa Point, Norway House and Shamattawa; and,
  - increasing flexible funding for municipalities that can be used for roads, bridges or other municipal infrastructure projects.

**Operational support to municipalities:** A total of \$313.5 million was committed in the 2019 Budget to provide operational support to municipal governments, and may be used to address planned capital projects.

## DRIVERS AND OTHER CONSIDERATIONS

**Made-in-Manitoba Climate and Green Plan:** The Plan mentioned in Budget 2019 reaffirms Manitoba's commitment to "becoming the cleanest, greenest and most resilient province in Canada."

- Initiatives outlined include the establishment of a \$102 million conservation trust to provide financial support to achieve the objectives of its provincial climate strategy.

In March 2019, the province introduced its *Climate and Green Plan Implementation Act*, implementing the "made-in-Manitoba" carbon pricing system

## ECONOMIC INDICATORS

**Moderate economic growth:** The provincial government expects **real GDP growth to strengthen to 1.7 percent** in 2019, supported by continued population growth and wages.

**Infrastructure Economic Accounts Data:** In 2018, private (\$2.1 billion) and public (\$2.7 billion) industry investment increased by a combined \$67 million from 2017.

**Small gains in unemployment:** The unemployment rate is expected to lower to 5.8 percent for 2019-2020 and 2020-2021, down slightly from 6 percent in 2018.

Given the province's manufacturing expansion and corresponding demand for industrial, commercial, and institutional buildings, a BuildForce Canada assessment of construction labour market conditions in the province suggests that Manitoba can expect to see increased employment demand in 2019, causing employment rates to fall again beginning in 2019. By 2028, Manitoba's construction industry is expected to hire 6,100 workers, down 1,900 from a 2019 peak of 8,000 workers.

## PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$1.2 billion (Total Allocation)<br>Canada-Manitoba Integrated Bilateral Agreement signed on June 4, 2018 |   |
|---|---|
| <b>Rural and Northern Stream</b>  | <b>Initial Allocation:</b> \$112.8 million<br><b>Funds Committed (includes administration):</b> \$1.1 million<br><b>Projects Approved and Announced:</b> 0<br><b>Funding Still Available**:</b> \$111.7 million |
| MERIT-BASED PROGRAMS  |   |
| <b>Disaster Mitigation and Adaptation Fund<sup>1</sup></b>  | <b>Projects Approved:</b> 2<br><b>Total Federal Contribution:</b> \$270.7 million   |
| OTHER PROGRAMS  |   |
| <b>Clean Water and Wastewater Fund</b>  | <b>Allocation:</b> \$95.3 million (Funds are fully committed)<br><b>Total Projects:</b> 58  |
| <b>Gas Tax Fund</b>   | <b>Allocation for 2018-2019:</b> \$72 million   |

\*Note: Information reflects data as of October 16, 2019.

\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.

## EXAMPLES OF FEDERAL BROADBAND FUNDING IN MANITOBA

| PROGRAM  |   |
|--|---|
| <b>Connect to Innovate (CTI) Program</b><br>(ISED administered)  | <b>CTI Contribution:</b> \$51.4 million<br><b>Announced Projects:</b> 6 |
| NOTABLE PROJECTS   |   |
| <b>Broadband: Wekitowak Communications</b><br>\$33.5 million to Wekitowak Communications to provide 72 communities, including 37 First Nations communities of which 18 are located in remote regions of northern Manitoba, and 88 institutions with access to high-speed Internet services that is on par with southern urban areas. | Connect to Innovate Program   |
| <b>Broadband: Valley Fiber Limited</b><br>\$10.3 million to Valley Fiber Limited to improve high-speed Internet service for 24 communities and 21 institutions.  | Connect to Innovate Program   |



---

---

<sup>1</sup> As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

---

# ONTARIO PROVINCIAL PROFILE

## POLITICAL CONTEXT

The **Progressive Conservative Party** of Ontario formed a majority government following the last provincial election on June 7, 2018. The New Democratic Party of Ontario is the Official Opposition. The next Ontario provincial election is expected to take place on or before June 2, 2022.

There are currently 444 municipalities in Ontario. Municipal elections are held every four years, with the next election anticipated for October 24, 2022.

## PREMIER



**Doug Ford**, Premier  
(elected June 7, 2018)

## PROVINCIAL COUNTERPARTS



**Ernie Hardeman**, Minister of Agriculture, Food and Rural Affairs  
(appointed June 29, 2018)

The Ministry seeks to grow Ontario's agri-food sector and support rural communities, helping to create a stronger economy for the province.



**Steve Clark**, Ministry of Municipal Affairs and Housing  
(appointed June 29, 2018)

The Ministry works with local governments and partners across Ontario to build safe and strong urban and rural communities with dynamic local economies, a high quality of life and affordable and suitable homes for everyone.

## GOVERNMENT PRIORITIES

**Focus on fiscal management and public trust:** The 2019 Fall Economic Statement "*A Plan to Build Ontario Together*" continues the Ontario government's focus on restoring fiscal balance by 2023-2024. Five themes guide this work:

- *Making Life More Affordable* by reducing taxes, addressing the rising costs of housing and energy, lowering fees and improving services;
- *Preparing People for Jobs* through investments in education and skills training programs;

- 
- *Creating a More Competitive Business Environment* by reducing taxes, encouraging regional and innovative investments, eliminating outdated and duplicative regulations, and investing in projects that will help industries grow;
  - *Connecting People to Places* by building subway lines to make public transit attractive, repairing aging bridges and constructing new roads to fight gridlock, and improving broadband and cellular access; and
  - *Building Healthier and Safer Communities* by investing in hospitals and community care providers, and fighting gun and gang violence.

**Modernize provincial-municipal relationship:** The Government has signaled its intention to work with communities to modernize the provincial-municipal relationship, in part by supporting municipal governments in their efforts to work effectively and efficiently and by reducing administrative burden. The Government has also committed to maintaining the Ontario Municipal Fund, the Province's main general assistance grant to municipalities, for 2020.

## RURAL PRIORITIES

**Ontario's Ministry of Agriculture, Food and Rural Affairs (OMAFRA)** strives to strengthen Ontario's rural communities, support the province's agri-food sector, and enforce and improve food safety. It manages **the Rural Economic Development (RED) Program**, which provides cost-share funding (\$5 million, FY 2019-20) for activities that create strong rural communities, including for economic development, community capacity building, and diversifying rural economies.

**The Ministry of Municipal Affairs and Housing** works with 444 municipalities and partners to support provincial-municipal relationships across government (e.g. Ontario's Building Code, natural disasters, municipal and school board elections, etc.).

## BROADBAND PRIORITIES

In Budget 2019, the government committed \$315 million over five years for regional and shovel-ready broadband projects, and launched the **Broadband and Cellular Action Plan**, which provides \$150 million over 4 years for broadband and cellular infrastructure.

In 2018, the government provided \$71 million to support the EORN mobile wireless project, \$90M over four years to provide all schools with access to 1 Mbps/student by 2022, and \$67 million over 5 years to invest in a 5G testbed (ENCQOR).

In 2017, the government provided \$50 million to improve connectivity in schools.

## PROVINCIAL INFRASTRUCTURE PRIORITIES

**More sustainable infrastructure investment:** Aligned with commitments to restore economic health to the province, Ontario's capital plan reflects "more sustainable levels of infrastructure investment", with approximately \$144 billion in infrastructure investments over the next ten years.

---

Planned investments for 2019-2020 total \$14.7 billion, including \$2.8 billion in schools, \$2.4 billion in health care, and \$8.6 billion in transit and highways.

Major infrastructure investment will focus on expanding broadband, highway expansion, and public transit, including roads, bridges, and highways.

The government announced, in Budget 2019, plans to review all previously committed infrastructure investments to prioritize projects that deliver the best value and impact for residents.

## DRIVERS AND OTHER CONSIDERATIONS

**Flooding:** Impacted by both the increasing frequency and intensity of floods across the province, Ontario provides real-time flood information online, including a map of affected and in danger regions.

Several regional conservation authorities have also developed their own flood maps.

Ontario intends to launch a climate change impact assessment which will identify regions and sectors most likely to be impacted by climate change. Results of the assessment will be applied to support better planning and investment decisions and ensure better long-term management of public and private infrastructure and assets.

**Open for business:** To build relationships with international clients, increase opportunities in foreign markets, and create a source of revenue that could be reinvested in provincial infrastructure projects the provincial government will propose legislative changes to allow Infrastructure Ontario to act as a consultant advisor on infrastructure projects within and outside the province.

## ECONOMIC INDICATORS

**Slow but steady economic growth:** After growing 2.2 percent in 2018, Ontario's own forecasts predict that growth will slow to 1.4 percent in 2019 and 1.5 per cent in 2020 and 2021, before accelerating to 1.9 percent in 2022.

**Large but declining deficit:** According to the province's fall economic statement, Ontario is projecting a deficit of \$9 billion in 2019-2020. Ontario expects debt to decline gradually over the forecast, with a return to budgetary balance targeted for 2023-2024.

**Infrastructure Economic Accounts Data:** In 2018, private (\$27.4 billion) and public (\$58.4 billion) industry investment increased by \$2 billion from 2017.

**Low unemployment:** The unemployment rate is expected to remain low, averaging 5.5 percent between 2019-2020 and 2023-2024.

In the construction sector specifically, BuildForce Canada forecasts overall employment will remain high over the decade, driven by continued investment in public transit and infrastructure to keep pace with a growing population.

Buildforce forecasts a need for almost 104,000 workers as more than 91,000 workers are expected to retire in the same period.

## PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$11.8 billion (Total Allocation)<br>Canada-Ontario Integrated Bilateral Agreement signed on March 26, 2018   |  |
|---|--|
| <b>Rural and Northern Stream</b>  | <b>Initial Allocation:</b> \$250.1 million<br><b>Funds Committed (includes administration):</b> \$147.2 million<br><b>Projects Approved and Announced:</b> 63<br><b>Funding Still Available**:</b> \$150.6 million |
| MERIT-BASED PROGRAMS  |  |
| <b>Disaster Mitigation and Adaptation Fund<sup>1</sup></b>  | <b>Projects Approved:</b> 23<br><b>Total Federal Contribution:</b> \$531 million   |
| OTHER PROGRAMS  |  |
| <b>Clean Water and Wastewater Fund</b>  | <b>Allocation:</b> \$569.6 million (Funds are fully committed)<br><b>Total Projects:</b> 1,348   |
| <b>Gas Tax Fund</b>   | <b>Allocation for 2018-2019:</b> \$819.4 million   |
| NOTABLE PROJECTS  |  |
| <b>Wastewater: Greater Town of Napanee</b><br>\$14 million for wastewater infrastructure in the Greater Town of Napanee, Ontario.   | Rural and Northern Stream  |
| <b>Cellular: Eastern Ontario Regional Network</b><br>\$71 million to construct and enhance the Eastern Ontario Regional Network's high-capacity, fibre-optic backbone network to address gaps in commercial cellular coverage and the mobile network in Eastern Ontario through a two-phase approach. | Rural and Northern Stream  |

\*Note: Information reflects data as of October 16, 2019.

\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.

---

## EXAMPLES OF OTHER FEDERAL BROADBAND FUNDING IN ONTARIO

| PROGRAM   |  |
|---|--|
| <b>Connect to Innovate (CTI) Program</b><br>(ISED administered)   | <b>CTI Contribution:</b> \$92.6 million<br><b>Announced Projects:</b> 23 |
| NOTABLE PROJECTS  |  |
| <b>Fibre Optic Cable: Rapid Lynx Telecommunications</b><br>\$37.1 million to Rapid Lynx Telecommunications to install approximately 880 kilometres of new fibre optic cable to five fly-in communities in Northern Ontario. | Connect to Innovate Program  |

---

<sup>1</sup> As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

---

# QUÉBEC PROVINCIAL PROFILE

## POLITICAL CONTEXT

The **Coalition Avenir Québec** formed a majority government following the last election on October 1, 2018. The Québec Liberal Party is the Official Opposition. The next provincial election is expected to take place on or before October 3, 2022.

There are over 1200 municipalities in Québec. The next Québec municipal election is currently expected to be held in fall 2021.

## PREMIER



**François Legault**, Premier  
(elected October 1, 2018)

## PROVINCIAL COUNTERPARTS



**Andrée Laforest**, Ministre des Affaires municipales et de l'Habitation  
(appointed October 18, 2018)

The Ministry supports municipal administration and sustainable land use planning, development and occupation for the benefit of residents. The Ministry aims to be a key partner for municipalities in the development of sustainable, dynamic and attractive living environments for all citizens.



**Pierre Fitzgibbon**, Ministre de l'Économie et de l'Innovation  
(appointed October 18, 2018)

The Ministry's mission is to support business growth, entrepreneurship, science, innovation, and export and investment. The Ministry also coordinates the development and implementation of the Digital Agenda.





**Marie-Eve Proulx**, Ministre déléguée au Développement économique régional  
(appointed October 18, 2018)

The Ministry's mission is to support business growth, entrepreneurship, science, innovation, and export and investment. The Ministry also coordinates the development and implementation of the Digital Agenda.

## GOVERNMENT PRIORITIES

The 2018 *discours d'ouverture* reaffirmed the Government's plan to "advocate a unifying nationalism, whose primary objective is to ensure the economic development of Québec within Canada, while proudly defending its autonomy, its language, its values and culture."

It highlighted **three key priorities**: **education** (including early childhood and post-secondary), the **economy** (including green energy, and increased investment), and **health** (including front line services and long-term care).

The 2019 provincial Budget outlined investments totaling \$2.3 billion in 2019-2020, which will increase to \$16.2 billion by 2023-2024. Key Budget priority areas include:

- improving the quality of education and health services;
- increasing the potential of the economy;
- taking strong action for the environment;
- support for communities; and
- improving the purchasing power of Québec residents by reducing the tax burden.

## RURAL PRIORITIES

The **Ministry of Municipal Affairs and Land Occupancy** is responsible for overseeing the provincial government's relations with all Quebec municipalities, regional governments, and metropolitan areas. It supports community development, coordinates the government's municipal engagement, and promotes sound resource management.

It manages the **Territorial Development Fund (FDT)**, which makes funds available to Quebec's 87 regional municipal organizations (regional county municipalities, RCMs), and which supports rural development.

## BROADBAND PRIORITIES

In 2019, the government announced \$400 million over seven years to ensure access to high-speed Internet connection and a broadband cellular network in all regions.

In Budget 2018, it pledged \$10 million over two years to upgrade telco networks in the Basse-Côte-Nord region.



---

In 2017, the government announced \$300 million for broadband projects, plus \$67 million to support ENCQOR, a 5G R&D project.

## PROVINCIAL INFRASTRUCTURE PRIORITIES

**Significant, long-term infrastructure investment plan:** Focused on providing “reliable, efficient infrastructure adapted to contemporary needs to ensure Québec’s long-term economic prosperity,” the 2019-2029 Québec Infrastructure Plan (QIP) includes an increase of \$15 billion of planned investments for a total of \$115.4 billion over 10 years.

The QIP identifies increased investments in priority areas, including:

- \$5.3 billion for the province’s road network;
- \$1.6 billion to promote projects to improve public transit;
- \$6.1 billion to renovate schools and add classes throughout Québec, including the progressive implementation of 4-year old kindergarten classes; and
- \$1.0 billion for homes for senior citizens.

**Commitments to electrifying transit, clean energy, and broadband expansion:** In the 2018 *discours d’ouverture*, the Government announced plans to invest in electric trains and buses in an effort to reduce greenhouse gases, and reaffirmed the government’s commitment to the tramway project in Québec City, including a connection to the South shore. In addition, the Government’s commitment to clean energy, intention to build wind farms and hydroelectric dams, and to provide access to high-speed internet throughout Québec were also noted as priorities.

## DRIVERS AND OTHER CONSIDERATIONS

**Extreme weather and flooding:** In spring 2017 and 2019, Québec experienced extreme flooding, which affected thousands of homes in municipalities across the province.

- In July 2019, the Government of Québec issued an order establishing a *zone d’intervention spéciale* (ZIS). The Government is instituting a moratorium on the construction of new buildings and the reconstruction of buildings destroyed by flooding.
- The ZIS applies to all 0-20 year floodplains and to the area flooded during the spring floods of 2017 and 2019, as defined by the Government of Québec. Over 775 municipalities are now covered by the ZIS.

**Labour force growth:** Recognizing that Québec’s aging population is expected to put continued pressure on the labour market, the Government has put forward measures to foster greater labour market participation of workers aged 60 and older, and to better integrate immigrants into the labour force.

## ECONOMIC INDICATORS

**Slight decline in real GDP growth expected:** The provincial government expects real GDP growth of 1.8 percent in 2019, down from 2.3 percent in 2018 and 1.5 percent in 2020.

- Household spending and business investment are expected to continue to be the drivers of growth over the near term; however, the moderation in growth will reflect a smaller potential labour pool and low unemployment rate, businesses being cautious given global trade tensions, and the impact of past interest rate increases on household spending.

**Balanced Budget:** The Government is projecting budgetary balance of \$2.5 billion (0.6 percent of GDP) in 2019-2020. Surpluses are projected to increase to \$4.9 billion (0.4 percent of GDP) by 2023-2024.

**Infrastructure Economic Accounts Data:** In 2018, public (\$11.5 billion) and private (\$3.6 billion) industries investment in provincial infrastructure assets increased by a combined \$444 million from previous year.

**Slight decline in unemployment rate expected:** The provincial government expects the unemployment rate to decline to 5.4 percent in 2019, and by another 0.1 percentage points each year, reaching 5.0 percent in 2023.

A BuildForce Canada assessment of construction labour market conditions in the province suggest that Québec public infrastructure projects will drive steady gains in engineering construction employment requirements over the coming decade, and anticipate overall construction employment near current levels through 2022, followed by moderate growth, with a net gain of 5,200 jobs by 2028.

## PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$7.5 billion (Total Allocation)<br>Canada-Québec Integrated Bilateral Agreement signed on June 6, 2018 |  |
|---|--|
| Rural and Northern Stream   | Initial Allocation: \$288.5 million<br>Initial Available for Projects: \$285.3 million<br>Projects Approved and Announced: 2<br>Funding Still Available**: \$252.2 million |
| MERIT-BASED PROGRAMS  |  |
| Disaster Mitigation and Adaptation Fund <sup>1</sup>  | Projects Approved: 10<br>Federal Contribution: \$251.1 million   |
| OTHER PROGRAMS  |  |
| Clean Water and Wastewater Fund   | Allocation: \$363.8 million (Funds are fully committed)<br>Total Projects: 189   |
| Gas Tax Fund  | Allocation for 2018-2019: \$504 million  |
| NOTABLE PROJECTS  |  |
| Regional Isuarsivik Recovery Center<br>\$21 million to the Regional Isuarsivik Recovery Center to construct a new hospital building.                | Rural and Northern Stream  |

|   |                           |
|---|---------------------------|
| <b>Last-Mile Fibre-Optic Network</b><br>\$12 million to deploy a last-mile fibre-optic network (FTTH) to serve 16,478 homes and businesses in all 17 municipalities in the Antoine-Labelle RCM territory. | Rural and Northern Stream |
|---|---------------------------|

*\*Note: Information reflects data as of October 16, 2019.*

*\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

## EXAMPLES OF OTHER FEDERAL BROADBAND FUNDING IN QUÉBEC

| PROGRAM  |   |
|--|---|
| <b>Connect to Innovate (CTI) Program</b><br>(ISED administered)  | <b>CTI Contribution:</b> \$148.6 million<br><b>Announced Projects:</b> 78 |
| NOTABLE PROJECTS   |   |
| <b>Subsea Fibre Optic: Kativik Regional Government</b><br>\$62.6 million over three years to the Kativik Regional Government to build subsea fibre optic backbone infrastructure along the eastern coast of Hudson Bay, initially connecting four Nunavik communities. | Connect to Innovate Program   |

<sup>1</sup> As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

---

# NEW BRUNSWICK PROVINCIAL PROFILE

## POLITICAL CONTEXT

The **Progressive Conservative** Party of New Brunswick formed a minority government following the last election on September 24, 2018. The Liberal Party is the Official Opposition. The next provincial election is expected to take place on or before October 17, 2022.

There are 104 municipalities in 14 municipal regions in New Brunswick. The next municipal election is anticipated to take place in May, 2020.

## PREMIER



**Blaine Higgs**, Premier  
(elected September 24, 2018)

## PROVINCIAL COUNTERPARTS



**Jeff Carr**, Minister of Environment and Local Government  
(appointed November 9, 2018)

The Department provides integrated stewardship through planning and management of land use, zoning development and waste management issues. It ensures effective enforcement of, and compliance with, environmental legislation and regulations. It provides effective consultation and liaison with municipal governments and Local Service Districts on governance issues. The Department is also a co-signatory of the New Brunswick Gas Tax Fund agreement with the Regional Development Corporation.



**Mary Wilson**, Minister of Economic Development and Small Business, and  
Minister responsible for Opportunities New Brunswick  
(appointed November 9, 2018)

Opportunities New Brunswick connects local and worldwide businesses in traditional and emerging industries to the advantages that this province has to offer. The Department of Transportation and Infrastructure is our partner for National and Regional Projects (New Building Canada Fund) where the province is the ultimate recipient.

---

## GOVERNMENT PRIORITIES

**Balanced agenda:** the 2018 Speech from the Throne outlined five key priorities:

- establishing balanced sustainable finances, including a balanced budget by 2020;
- energizing the private sector;
- making public health care accessible and dependable;
- building a world-class education system; and
- giving every New Brunswicker a pathway to the middle class.

Focused on restoring fiscal balance and “right-sizing” infrastructure spending, the 2019 provincial Budget outlines commitments to balance a surplus of \$23 million and total spending of \$9.823 billion. Key themes include:

- growing a sustainable economy;
- making government work;
- building a sustainable health-care system;
- a path to a sustainable education system; and
- providing sustainable social services.

## RURAL PRIORITIES

**The Department of Environment and Local Government** acts as a liaison with municipalities and rural communities and provides assistance on matters relating to finances, administration, governance and infrastructure.

**The Regional Development Corporation** is the provincial Crown Corporation that plans, coordinates and implements regional and economic development initiatives for the Province of New Brunswick. It manages **the Northern New Brunswick Economic Development and Innovation Fund**, launched in 2015, which is providing \$20 million over six years in grants and contributions for business development activities in rural and northern counties (e.g. access to capital, innovation, strategic infrastructure, tourism).

**The Department of Economic Development and Small Business** is charged with stimulating economic prosperity and global competitiveness in the province.

## BROADBAND PRIORITIES

In 2018, Opportunities NB contributed \$10 million to support Xplornet service upgrades. In 2016, the government provided \$8M over two years for construction of eight new radio towers to expand cellular and home Internet services.

---

## PROVINCIAL INFRASTRUCTURE PRIORITIES

**Reductions in Capital Spending:** Focused on maintaining infrastructure and strong fiscal discipline, the province tabled a \$600.6 million capital budget for 2019-2020 that included reallocating resources, and plans to curb over \$200 million in additional spending.

Infrastructure-related commitments within the capital budget include:

- \$60.2 million for K-12 infrastructure;
- \$321.1 million for transportation assets; and
- \$12.9 million to maintain physical and cultural infrastructure.

**Longer term planning:** a long-term asset-based management program and a five-year capital plan were also announced to guide planning, increase predictability in infrastructure spending, and support the maintenance of existing infrastructure stock.

Recognizing their cultural and economic significance, the government committed to review the condition of the province's covered bridge and ferry network in order to protect and maintain them for future generations.

## DRIVERS AND OTHER CONSIDERATIONS

**Extreme weather and flooding:** In spring 2018 and 2019 extreme flooding resulted in road closures and washouts across the province.

- Flood maps for parts of the province known to be at risk from river flooding are available on the Provincial website. The maps describe the anticipated frequency, depth and with of flooding at a specific location and help New Brunswickers make decisions that reduce risks due to flooding.
- In September 2019, the province felt the impacts of category two hurricane Dorian, damaging trees and local infrastructure and intensifying flooding in the region.

**Aging population:** By 2038, the province anticipates that 31 percent of New Brunswick's population will be seniors compared to 24 percent in the rest of Canada. The province anticipates the aging population will continue to hinder economic growth potential.

## ECONOMIC INDICATORS

**Slowing economic growth:** real GDP growth of 0.6 percent in 2019 is expected, down from an estimate of 0.8 percent in 2018. The dampened growth is driven by limited investment growth due to a lack of new major projects and the recalibration of public sector investment to a more sustainable level.

**Projected surplus:** of \$23.1 million (0.1 percent of GDP) in 2019-2020. Surpluses are projected to grow through the forecast horizon, reaching \$71 million (0.2 percent of GDP) in 2022-2023.

**Infrastructure Economic Accounts Data:** In 2018, private (\$398 million) and public (\$1.2 billion) industry investments increased by a combined \$50 million over 2017.

**Stable unemployment:** The unemployment rate is expected by the province to remain unchanged at 7.9 percent in 2019, down from 8.0 percent in 2018.



A BuildForce Canada analysis suggests that New Brunswick can expect to see declining employment in the construction sector between 2019 and 2021, driven by the fiscal context and completion of a number of major projects.

Employment rates are expected to rise beyond 2021 as retirements drive the need to replace an estimated 7,400 workers over the next decade.

## PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$673.2 million (Total Allocation)<br>Canada-New Brunswick Integrated Bilateral Agreement signed on March 15, 2018   |  |
|--|--|
| Rural and Northern Stream  | <b>Initial Allocation:</b> \$114.6 million<br><b>Funds Committed (includes administration):</b> \$55.7 million<br><b>Projects Approved and Announced:</b> 22<br><b>Funding Still Available**:</b> \$58.9 million |
| MERIT-BASED PROGRAMS   |  |
| Disaster Mitigation and Adaptation Fund <sup>1</sup>   | <b>Projects Approved:</b> 3<br>Total Federal Contribution of \$36.8 million  |
| OTHER PROGRAMS   |  |
| Clean Water and Wastewater Fund  | <b>Allocation:</b> \$79.4 million (Funds are fully committed)<br><b>Total Projects:</b> 133  |
| Gas Tax Fund   | <b>Allocation for 2018-2019:</b> \$47.6 million  |
| NOTABLE PROJECTS   |  |
| <b>Wireless Internet: Xplornet</b><br>\$40 million to Xplornet to expand and improve fixed wireless internet services for 83,000 rural households and businesses. Xplornet will contribute \$63 million and any outstanding project costs. | Rural and Northern Stream  |

\*Note: Information reflects data as of October 16, 2019.

\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.

---

## EXAMPLES OF OTHER FEDERAL BROADBAND FUNDING IN NEW BRUNSWICK

| PROGRAM   |  |
|---|--|
| <b>Connect to Innovate (CTI) Program</b><br>(ISED administered) | <b>CTI Contribution:</b> \$1.2 million<br><b>Announced Projects:</b> 6 |

---

<sup>1</sup> As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.



---

# NOVA SCOTIA PROVINCIAL PROFILE

## POLITICAL CONTEXT

The **Liberal** Party of Nova Scotia formed a minority government following the last election on May 30, 2017. The Progressive Conservative Party is the Official Opposition. The next provincial election is expected to take place in 2021.

Nova Scotia has three regional municipalities, 26 towns, and 21 county or district municipalities. The next municipal election is expected to take place in October 2020.

## PREMIER



**Stephen McNeil**, Premier  
(elected May 30, 2017)

## PROVINCIAL COUNTERPARTS



**Chuck Porter**, Minister of Municipal Affairs and Housing  
(appointed July 5, 2018)

The Department provides programs, grants and funding to municipalities and community groups. The department provides services and guidance to municipalities, towns and villages in many areas including safety and security, budget planning and finance, and policy and program development.



**Geoff MacLellan**, Minister of Business and Minister of Trade  
(appointed June 15, 2017)

The Department of Business works with Crown corporations and special operating entities (Develop Nova Scotia, Innovacorp, Invest Nova Scotia, Tourism Nova Scotia and Nova Scotia Business Inc.) to develop plans, programs and policies that encourage entrepreneurship, help attract venture capital investment and grow sectors of the economy.

---

## GOVERNMENT PRIORITIES

**Infrastructure among top priorities:** The 2018 Speech from the Throne outlined a number of key priorities:

- timely access to healthcare;
- education and preparing youth for the workforce;
- strengthening communities, including through investments in transportation and infrastructure; and
- inclusive economic growth and strategic economic infrastructure, including high-speed internet.

## RURAL PRIORITIES

**The Department of Municipal Affairs** provides funding to municipalities and community groups, and provides services and guidance to municipalities, towns and villages in areas including safety and security, budget planning and finance, and policy and program development.

**The Department of Business** seeks to increase the number of high-growth companies in Nova Scotia and build stronger networks of support for entrepreneurs across the province.

## BROADBAND PRIORITIES

In Budget 2018, the government placed \$193 million in a **Nova Scotia Internet Trust** to help connect more communities, homes and businesses across the province. In Budget 2017, the government committed \$14.5 million to cost-share broadband projects, and in Budget 2016 it committed \$6 million to improve access in rural communities, and \$335 million for regional infrastructure investments.

## PROVINCIAL INFRASTRUCTURE PRIORITIES

**\$691.3 million capital plan for 2019-20**, an increase of \$86.3 million from the previous year. This includes:

- \$303.8 million for highways and structures;
- \$93.7 million for buildings and land;
- \$10.6 million for information technology;
- \$13.4 million for vehicles and equipment;
- \$221.8 million in capital grants; and
- \$48 million in contingency funds.

**Multi-year highway improvement plan:** The province's Five-Year Highway Improvement Plan maps out the province's approach to repairing and maintaining 23,000 kilometres of roads and highways and 4,100 bridges, including continued work on multi-year projects to twin 100-series highways.

The 2019 provincial Budget included funding for infrastructure priorities, including:

- an additional \$2.5 million to *Develop Nova Scotia's* budget to deliver on its mandate, including managing a plan to deliver better access to high-speed internet in underserved areas;
- \$578,000 for a Municipal Innovation Program;
- \$13.8 million for the operating grant for the Nova Scotia to Maine ferry; and

- 
- \$7 million provincial contribution for green infrastructure funding to help transition communities to a clean economy.

## DRIVERS AND OTHER CONSIDERATIONS

**Population growth:** In 2019, the province's population reached 965,382 people, a new all-time high, largely due to record-breaking immigration numbers.

**Aging population:** To address an aging population, the Government's action plan is committed to valuing the social and economic contributions of older adults; promoting healthy, active living; and supporting aging in place.

## ECONOMIC INDICATORS

**Real GDP growth of 0.8 percent expected in 2019:** as residential investment declines and non-residential investment slows, offset by public infrastructure investment and spending on the decommissioning of the Sable Offshore Energy Project. In 2020, the province expects real GDP growth to be 0.9 percent as residential construction continues to slow and international merchandise export growth moderates.

**Balanced Budget:** The 2019-2020 budget will be the province's fourth-balanced budget in a row, and the province is projecting a surplus of \$33.6 million (0.1 percent of GDP). The provincial government projects modest surpluses for each of the next four years.

**Infrastructure Economic Accounts Data:** In 2018, public (\$915 million) and private (\$574 million) industries investments in provincial infrastructure assets increased a combined \$47 million from the previous year.

**Steady unemployment rate:** It is expected by the province to remain at 8.1 percent in 2019.

The Nova Scotia construction industry has seen significant expansion over the past decade, with overall employment levels nearly doubling between 2003 and the 2013 peak.

A BuildForce Canada assessment of construction labour market conditions in the province indicates that over the next 10 years employment requirements are expected to remain near current levels; however labour markets will face increased pressure due to the retirement of nearly 25 percent of the province's construction workforce.

# PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$828.5 million (Total Allocation)<br>Canada-Nova Scotia Integrated Bilateral Agreement signed on April 10, 2018   |  |
|--|--|
| <b>Rural and Northern Stream</b>   | <b>Initial Allocation:</b> \$105.7 million<br><b>Funding Committed (includes administration):</b> \$17.2 million<br><b>Projects Approved and Announced:</b> 10<br><b>Funding Still Available**:</b> \$88.6 million |
| MERIT-BASED PROGRAMS   |  |
| <b>Disaster Mitigation and Adaptation Fund<sup>1</sup></b>   | <b>Projects Approved:</b> 2<br><b>Total Federal Contribution:</b> \$57 million   |
| OTHER PROGRAMS   |  |
| <b>Clean Water and Wastewater Fund</b>   | <b>Allocation:</b> \$ 86.9 million (Funds are fully committed)<br><b>Total Projects:</b> 75  |
| <b>Gas Tax Fund</b>  | <b>Allocation for 2018-2019:</b> \$58.5 million  |
| NOTABLE PROJECTS   |  |
| <b>Broadband: Eskasoni First Nation</b><br>\$2.5 million to Eskasoni First Nation for the installation and provision of fibre optic internet services to the 4,600 residents of Eskasoni First Nation.   | Rural and Northern Stream  |
| <b>Ferry: Municipality of Guysborough</b><br>\$3 million to replace the existing ferry in the Municipality of Guysborough with a new 15 car cable ferry. It will enhance overall safety and reliability and increase useful life to 35-40 years.                   | Rural and Northern Stream  |
| <b>Ferry: Municipality of Victoria</b><br>\$3 million to replace the existing ferry in the Municipality of Victoria with a new 15 car cable ferry. The new ferry will provide for enhanced safety and reliability and would add 35 to 40 years to its useful life. | Rural and Northern Stream  |

\*Note: Information reflects data as of October 16, 2019.

\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.

---

## EXAMPLES OF OTHER FEDERAL BROADBAND FUNDING IN NOVA SCOTIA

| PROGRAM   |  |
|---|--|
| <b>Connect to Innovate (CTI) Program</b><br>(ISED administered)   | <b>CTI Contribution:</b> \$17.9 million<br><b>Announced Projects:</b> 28 |
| NOTABLE PROJECTS  |  |
| <b>Broadband: Municipality of the County of Kings</b><br>\$5.6 million to the Municipality of the County of Kings for a project that will provide 10 communities and 12 institutions with access to high-speed Internet services. | Connect to Innovate Program  |

---

<sup>1</sup> As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

# PRINCE EDWARD ISLAND PROVINCIAL PROFILE

## POLITICAL CONTEXT

The **Progressive Conservative** Party formed a minority government following the last election on April 23, 2019. The Green Party is the Official Opposition. The next provincial election is expected to take place on or before October 2, 2023.

There are 63 municipalities in Prince Edward Island (PEI). The next municipal election will be held Monday, November 7, 2022.

## PREMIER



**Dennis King**, Premier  
(elected April 23, 2019)

## PROVINCIAL COUNTERPARTS



**Jamie Fox**, Minister of Fisheries and Communities  
(appointed May 9, 2019)

The Department of Fisheries and Communities advocates on behalf of the marine fishery and the aquaculture industries to support the sustainable development of the fishing industry. The department also works with municipalities and rural communities to support priorities at the local level.



**Matthew MacKay**, Minister of Economic Growth, Tourism and Culture  
(appointed May 9, 2019)

The Department of Economic Growth, Tourism and Culture is committed to expanding Prince Edward Island's exports, creating jobs, and promoting overall economic growth and prosperity by encouraging business investment, development and sales in key economic sectors.

---

# GOVERNMENT PRIORITIES

**Infrastructure among top priorities:** The Government's 2019 Speech from the Throne outlined three key priorities:

- *Making life better for all people* through strengthening the economy and increasing job opportunities, as well as addressing climate change and deepening reconciliation with First Nations;
- *Caring for people* through connecting communities, including through investments in high-speed internet and transportation infrastructure networks, efficient health care and mental health supports, lifelong learning and skills development; and
- *Respecting and listening to people*, including through strengthening trust and integrity in the political system.

The 2019 provincial Budget outlined investments in priority areas, including:

- more responsive health care;
- K-12 and early childhood education;
- increased support for social development (including poverty reduction and affordable housing);
- communities and business (including investments to modernize transportation infrastructure and broadband); and
- the environment, climate change and energy futures.

## RURAL PRIORITIES

The **Department of Fisheries and Communities** works with municipalities and rural communities to support priorities at the local level. It is responsible for The **Rural Growth Initiative** (Funding: \$2 million, FY 2018-19), which provides grants and contributions to municipalities, corporations, and NGOs to increase the capacity of rural communities, revitalize rural community infrastructure, and increase rural population growth.

The **Department of Economic Growth, Tourism and Culture** is committed to expanding Prince Edward Island's exports, creating jobs, and promoting overall economic growth and prosperity by encouraging business investment, development and sales in key economic sectors.

## BROADBAND PRIORITIES

In 2019, the government announced \$10 million over five years for the **PEI Broadband Fund** to upgrade Internet services.



---

# PROVINCIAL INFRASTRUCTURE PRIORITIES

**Investments of \$610 million over the next five years** planned under the province's five-year capital plan (2019-2020 to 2023-2024), including:

- \$162 million in the healthcare sector;
- \$111 million for capital additions in the education sectors; and
- \$254 million investment in transportation, infrastructure and energy.

The 2019 provincial budget announced new investments for community development and infrastructure, including:

- \$56 million for roads and bridges;
- \$13.8 million for water and wastewater;
- \$4.3 million in municipal grants; and
- \$2.2 million for local community growth initiatives.

## DRIVERS AND OTHER CONSIDERATIONS

**Growing population:** The province's population has been steadily increasing, and as of April 1, 2019, the population is estimated to be 155,318. In addition, PEI's two year growth rate from 2016 to 2018 was 4.3 per cent, the highest of all provinces (and behind only the Yukon at 5.0 percent).

This increase is due largely to high levels of international immigration; at a rate of 13.8 per thousand, PEI had the highest immigration rate in the country in 2017-18.

**Housing shortage:** PEI is experiencing a housing shortage, and in 2018 the province had a vacancy rate of just 0.3 per cent.

In its 2019 Speech from the Throne, the Government signaled its intention to accelerate the development of affordable housing supply and to provide more rental supports.

In addition to the Government's investment in affordable housing, the private market recorded 1,089 new housing starts in 2018. The last time housing starts exceeded 1,000 units was in 1988.

## ECONOMIC INDICATORS

**Real GDP growth of approximately 2 percent in 2019**, supported by relatively strong population growth, is estimated by the government.

**Budget Surplus:** The province is projecting a surplus of \$1.8 million (0.03 percent of GDP) in 2019-2020, growing to \$12.6 million (0.2 percent of GDP) by 2021-2022.

**Infrastructure Economic Accounts Data:** In 2018, public (\$167) and private (\$92 million) investments in provincial infrastructure assets increased by combined total of \$7 million from the previous year.

**In 2018, the unemployment rate was 9.4 percent**, and through May 2019, has continued to average 9.3 percent.

A BuildForce Canada assessment of construction labour market indicates rising employment requirements in the short-term, with moderating demand leading to a modest decline in industry

employment over the latter half of the decade. As a result of an expected 1500 retirements over the next decade, the industry is expected to face labour shortages and will likely need to recruit workers from outside the local construction labour market.

## PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: : \$366.9 million (Total Allocation)<br>Canada-Prince Edward Island Integrated Bilateral Agreement signed on August 16, 2018 |  |
|--|--|
| Rural and Northern Stream  | Initial Allocation: \$82.7 million<br>Funds Committed (includes administration): \$40 million<br>Projects Approved and Announced: 4<br>Funding Still Available**: \$42.7 million |
| OTHER PROGRAMS   |  |
| Clean Water and Wastewater Fund  | Allocation: \$55.6 million (Funds are fully committed)<br>Total Projects: 47   |
| Gas Tax Fund   | Allocation for 2018-2019: \$16.5 million   |
| NOTABLE PROJECTS   |  |
| <b>Broadband</b><br>\$17.9 million to expand fibre to the Home (FTTH) broadband coverage on Prince Edward Island to 9,442 households.                                    | Rural and Northern Stream  |
| <b>Towers</b><br>\$15.2 million to deploy additional towers and fibre to serve an estimated 20,000 dwellings across the Province.  | Rural and Northern Stream  |

\*Note: Information reflects data as of October 16, 2019.

\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.

## EXAMPLES OF OTHER FEDERAL BROADBAND FUNDING IN PRINCE EDWARD ISLAND

| PROGRAM  |  |
|--|--|
| Connect to Innovate (CTI) Program<br>(ISED administered) | CTI Contribution: \$1.4 million<br>Announced Projects: 3 |

# NEWFOUNDLAND AND LABRADOR PROVINCIAL PROFILE

## POLITICAL CONTEXT

The **Liberal** Party of Newfoundland and Labrador was re-elected to form a minority government following the last election on May 16, 2019. The Progressive Conservative Party is the Official Opposition. The next provincial election is expected to take place by 2023.

There are 276 incorporated municipalities in the province. The next municipal election is expected to take place in September 2021.

## PREMIER



**Dwight Ball**, Premier  
(re-elected May 16, 2019)

## PROVINCIAL COUNTERPARTS



**Derrick Bragg**, Minister of Municipal Affairs and Environment  
(appointed September 13, 2019)

The Department assists municipalities in meeting their infrastructure needs and helps provide the financial and administrative tools to support development of community capacity, regional cooperation, and sound governance. The Department also supports environmental protection and enhancement. In addition, the Department is responsible for emergency preparedness and emergency response, planning and training.



**Bernard Davis**, Minister of Tourism, Culture, Industry and Innovation  
(appointed September 6, 2019)

The Department is the lead for the economic, culture, and innovation agenda of the Provincial Government, by providing insight, intelligence, innovation, and investment services for businesses and communities to create a strong, vibrant business community and regional economies.

---

## GOVERNMENT PRIORITIES

The Government's June 2019 Speech from the Throne priorities included:

- returning to surplus through sound fiscal management;
- creating jobs;
- enhancing education;
- developing natural resources in an environmentally sustainable manner; and
- improving access to preventive and supportive health care.

Reintroduced by the Government in June 2019, the 2019 provincial budget outlined the Government's plan to maintain focus on financial sustainability while delivering on priority investments, including:

- seniors, children and inclusive communities;
- education, skills and childhood development;
- health and healthy living;
- safe and sustainable communities;
- Indigenous people;
- infrastructure; and,
- industry development.

## RURAL PRIORITIES

**The Department of Tourism, Culture, Industry and Innovation (TCII)** is the lead for the government's economic, culture, and innovation agenda. It partners with tourism stakeholders to create business and employment opportunities for rural Canada. It also administers **the Regional Development Fund**, which, while not exclusive to rural communities, provides grants and contributions for regional economic development (e.g. sectoral development, diversification, innovation) and community capacity-building across the province.

**The Department of Municipal Affairs and Environment** assists municipalities in meeting their infrastructure needs supports development of community capacity, regional cooperation, and sound governance.

## BROADBAND PRIORITIES

In 2018, the provincial government launched a \$1 million cost-shared **Cell Service Pilot** program that will contribute up to a maximum of 25% of project costs towards cellular coverage infrastructure upgrades. In Budget 2019, the government announced plans to extend the pilot to other areas of the province in 2019-20.

In Budget 2016, the government invested \$2 million for broadband infrastructure over the next two years.

---

# PROVINCIAL INFRASTRUCTURE PRIORITIES

**Continuing to invest in infrastructure:** The province's five-year infrastructure plan is focused on improving access to services while creating new opportunities for businesses and the local workforce.

- Over the next five years, the province plans to invest \$3 billion in infrastructure.
- In 2019-2020, the province is investing \$594.3 million in new and existing schools, healthcare facilities, post-secondary institutions, roads and bridges, justice facilities, affordable housing and municipal infrastructure.
- These investments are expected to generate \$580 million in economic activity and 5,100 person years of employment.

## DRIVERS AND OTHER CONSIDERATIONS

**Impacted by climate change:** Average annual temperatures have increased approximately 0.8°C above historical norms, the frequency of hurricanes and tropical storms has doubled in comparison to the last century, and coastal erosion, sea-level rise and sea surge are impacting coastal and marine areas. This has led to increased permafrost melt and flooding, in turn resulting in infrastructure damage, as well as reduced sea ice and changes in animal habitat.

**Economic growth challenges:** In 2019, the Newfoundland and Labrador Department of Finance released a commissioned report from McKinsey and Company, which noted key structural challenges faced by the province, including: high reliance on extractive sectors; an aging population; and a vast geography and low-density population.

**Muskrat Falls:** Approved by the province in 2012, the Muskrat Falls hydroelectric project is intended to help meet the province's long term energy needs by providing clean and renewable energy.

- Over the course of the project, there have been a number of challenges, including delays and an increase in the estimated costs between the time the project was approved in 2012, and the costs incurred by Nalcor Energy, a provincial Crown corporation, during project execution.
- In 2017, a *Commission of Inquiry Respecting the Muskrat Falls Project* was established to examine a number of issues such as whether all options were considered at the time of sanctioning the project, as well as cost differences.
- A final report of the Inquiry is expected on or before December 31, 2019. The 2019 provincial budget noted that the Muskrat Falls Project accounts for more than one-third of the province's total direct and indirect debt, and bond rating agencies have identified it as the largest downward pressure on the province.

## ECONOMIC INDICATORS

**Increase in GDP:** The provincial government expects real GDP growth to rebound to 4.1 percent in 2019, largely driven by increases in capital spending and crude oil and mineral production and exports.

**Budget surplus:** The province is projecting a surplus of \$1.9 billion (5.5 percent of GDP) in 2019-2020, due to the upfront booking of a \$2.5 billion revenue stream from the Hibernia-Backed Dividend Annuity agreement with the Government of Canada.

Although the province is projecting a return to deficits in 2020-2021 and 2021-2022, it forecasts returning to surplus in 2022-2023, with a projected surplus of \$23 million (0.1 percent of GDP).

**Infrastructure Economic Accounts Data:** In 2018, private (\$808 million) and public (\$2.9 billion) investments in provincial infrastructure assets increased by a combined \$14 million from the previous year.

**Province expects the unemployment rate to decrease to 13.1 percent in 2019** due to higher employment levels.

A BuildForce Canada assessment of construction labour market conditions suggests that the province is descending from a period of significant construction expansion that started in 2004. The decline, brought upon by lower resource prices and the completion of current major projects, is poised to return construction employment to pre-resource-boom levels from a decade ago.

## PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$555.8 million (Total Allocation)<br>Canada-Newfoundland and Labrador Integrated Bilateral Agreement signed on September 17, 2018  |  |
|---|--|
| Rural and Northern Stream   | <b>Initial Allocation:</b> \$104.6 million<br><b>Funds Committed (includes administration):</b> \$23.1 million<br><b>Projects Approved and Announced:</b> 46<br><b>Funding Still Available**:</b> \$81.5 million |
| MERIT-BASED PROGRAMS  |  |
| Disaster Mitigation and Adaptation Fund <sup>1</sup>  | <b>Projects Approved:</b> 1<br><b>Total Federal Contribution:</b> \$15.2 million   |
| OTHER PROGRAMS  |  |
| Clean Water and Wastewater Fund   | <b>Allocation:</b> \$70.6 million (Funds are fully committed)<br><b>Total Projects:</b> 132  |
| Gas Tax Fund  | <b>Allocation for 2018-2019:</b> \$32.9 million  |
| NOTABLE PROJECTS  |  |
| <b>Road Rehabilitation: Route 200 Series</b><br>\$5.0 million to rehabilitate approximately 27 kilometres of rural road infrastructure on routes 210, 201, 235 and 239 including pavement rehabilitation as well as culvert and guiderail replacements where necessary.                     | Rural and Northern Stream  |
| <b>Road Rehabilitation: Route 400 Series</b><br>\$2.8 million to rehabilitate approximately 25 kilometres of road infrastructure on Routes 422, 4-1-19, 430-15, 440-7, 404, 405, 406, 407, including pavement rehabilitation as well as culvert and guiderail replacements where necessary. | Rural and Northern Stream  |



|  |                           |
|--|---------------------------|
| <b>Rural Road Rehabilitation</b><br>\$3.0 million to rehabilitate approximately 15 kilometres of rural road infrastructure in and around the communities of Whitbourne, Carbonear, Bristol's Hope, Pouch Cove, Torbay, and Portugal Cove - St. Philip's including pavement rehabilitation as well as culvert and guiderail replacements where necessary. | Rural and Northern Stream |
|--|---------------------------|

*\*Note: Information reflects data as of October 16, 2019.*

*\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

## EXAMPLES OF OTHER FEDERAL BROADBAND FUNDING IN NEWFOUNDLAND AND LABRADOR

| PROGRAM   |  |
|---|--|
| <b>Connect to Innovate (CTI) Program</b><br>(ISED administered) | <b>CTI Contribution:</b> \$25.1 million<br><b>Announced Projects:</b> 32 |

<sup>1</sup> As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.



---

# YUKON TERRITORIAL PROFILE

## POLITICAL CONTEXT

The **Yukon Liberal Party** formed a majority government following the last election on November 7, 2016. The Yukon Party is the Official Opposition. The next territorial election is expected to take place on or before November 14, 2021.

There are 8 municipalities in the Yukon. Elections are held every three years, with the next election anticipated to take place in October 2021.

## PREMIER



**Sandy Silver**, Premier  
(elected November 7, 2016)

## TERRITORIAL COUNTERPARTS



**John Streicker**, Minister of Community Services  
(appointed December 3, 2016)

The Department builds sustainable and diverse economies while supporting local solutions to local problems. The Department's work supports economic and community development.



**Ranj Pillai**, Deputy Premier, Minister of Economic Development, and  
Minister of Energy, Mines and Resources  
(appointed December 3, 2016)

The Department seeks to develop a thriving, prosperous and diversified Yukon economy to enrich the quality of life of all Yukoners.

## GOVERNMENT PRIORITIES

The 2019 Speech from the Throne focused on a number of priorities, including:

- climate change mitigation and adaptation and environmental protection;
- growing the economy, with a specific focus on responsible mineral development and tourism;
- modern infrastructure to support a growing economy;
- improving educational outcomes;
- building safer communities; and
- timely access to health care.

---

The Speech from the Throne also outlined the Government's commitment to deliver on its priorities through open and transparent processes that engage local citizens in the decision making process.

The 2019 territorial Budget outlined the Government's commitment to:

- sound fiscal management;
- a healthy economy;
- investing in affordable housing, quality education and reliable health care; and
- strategic investments in infrastructure in order to contribute to healthy, vibrant, sustainable communities.

## RURAL PRIORITIES

**The Department of Economic Development** is responsible for economic and industry growth, and works to broaden the Yukon's economic base, build local capacity, and encourage the competitiveness of new and existing businesses and services. It manages **The Regional Economic Development Fund (REDF)**, which provides funding for economic planning, opportunity identification and capacity development at the regional and community level. It also manages the **Community Development Fund (CDF)**, which provides funding for projects, events and initiatives that provide economic and social benefits to Yukon communities.

**The Department of Community Services** is responsible for community engagement and service delivery.

## BROADBAND PRIORITIES

In 2019, the government provided \$5 million for the Dempster Highway redundancy fibre line, a redundant connection to prevent occasional service interruptions that occur when the existing line is cut or damaged. It also provided \$2.2 million for technology to support modern learning environments in territorial schools.

## TERRITORIAL INFRASTRUCTURE PRIORITIES

**Support for a growing economy:** The 2019-2020 capital plan presents projects in six categories:

- land development, social development, education, and health (\$80.8 million);
- community and First Nations infrastructure (\$53.0 million);
- real property and asset management (\$28.2 million);
- transportation infrastructure (\$92.1 million);
- energy (\$13.9 million); and
- information technology (\$20 million).

---

Investments highlighted in the capital plan are intended to support a growing economy, improve the delivery of government services, and demonstrate a commitment to greater transparency for those involved in government procurement, construction, and infrastructure projects.

Given the impact of climate change on the north, the Government committed to the development of a **10-year Climate Change, Energy and Green Economy Strategy** that will set out ambitious targets to reduce greenhouse gas emissions and will also serve as the Government's guide to connecting economic goals with environmental values. A number of projects totaling \$60 million are already underway, or recently announced, and is expected to help reduce Yukon's carbon footprint, including:

- A new battery energy storage system in Whitehorse, for the Yukon Energy Corporation; and
- The first stage of the Stewart to Keno transmillion line project to replace 31 kilometres of the Mayo-McQuesten line.

As transportation presents a particular challenge for reducing greenhouse gas emissions, the 2019 Speech from the Throne outlined the Government's intention to electrify the Alaska Highway, support more electric buses for Whitehorse, and increase the number of electric vehicles in its own fleet.

Several projects aligned with the Yukon Government's efforts to support the growing economy were also highlighted in the 2019 Speech from the Throne, including upgrades to the Mayo aerodrome to better accommodate increased activity in the region, and work on bridges (Nares and Teslin), roads (Carmacks Bypass) and highways (North Klondike).

## DRIVERS AND OTHER CONSIDERATIONS

**Fastest growing population:** Yukon's population has grown faster than any other Canadian jurisdiction over the last decade. This population growth is expected to continue over the next several years, putting pressure on Yukon's systems and services.

**Tightening labour market conditions:** Yukon's 2019 fiscal and economic update suggests that it is unlikely that employers can fill the gap by drawing more Yukoners into the labour force as the number of people looking for work continues to fall.

## ECONOMIC INDICATORS

**Robust economic expansion:** Real GDP growth of 3.3 percent is expected in 2019, before easing back to 2.4 percent in 2020. Further growth is expected through 2023.

The mining sector is expected to provide a key source of growth over the next several years.

**Operating surplus:** The territory is forecasting a core planning deficit of \$5.9 million in 2019. However, when revenue, expenses and adjustments related to asset revaluations are taken into account, the territory predicts an "operating surplus" of \$3.8 million in 2019.

**Robust employment figures:** The unemployment rate is expected to increase to 3.9 percent across 2019 (from 2.7 percent in 2018). Beyond 2019, the unemployment rate is expected to remain below 5 percent over 2019 to 2023.

## TERRITORIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$445.6 million (Total Allocation)<br>Canada-Yukon Integrated Bilateral Agreement signed on May 2, 2018                              |   |
|--|---|
| <b>Rural and Northern Stream</b>   | <b>Initial Allocation:</b> \$152.6 million<br><b>Funds Committed (includes administration):</b> \$59.1 million<br><b>Projects Approved and Announced:</b> 9<br><b>Funding Still Available**:</b> \$93.5 million |
| OTHER PROGRAMS   |   |
| <b>Clean Water and Wastewater Fund</b>   | <b>Allocation:</b> \$51.4 million (Funds are fully committed)<br><b>Total Projects:</b> 20  |
| <b>Gas Tax Fund</b>  | <b>Allocation for 2018-2019:</b> \$16.5 million   |
| NOTABLE PROJECTS   |   |
| <b>Community Building: Teslin Tlingit</b><br>\$15.5 million to construct a community service building for the Teslin Tlingit Indigenous community.                               | Rural and Northern Stream   |
| <b>Road and Sewer: Whitehorse</b><br>\$6.8 million to complete various replacements and upgrades to the road and sewer infrastructure for Cook Street in the City of Whitehorse. | Rural and Northern Stream   |
| <b>Energy Efficient Building: Kwanlin Dun</b><br>\$15 million to construct a new energy efficient community building, located centrally within the main Kwanlin Dun community.   | Rural and Northern Stream   |

\*Note: Information reflects data as of October 16, 2019.

\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.

## EXAMPLES OF FEDERAL BROADBAND FUNDING IN YUKON

| PROGRAM  |  |
|--|--|
| <b>Connect to Innovate (CTI) Program</b><br>(ISED administered)  | <b>CTI Contribution:</b> \$30 million<br><b>Announced Projects:</b> 1                    |
| NOTABLE PROJECTS   |  |
| <b>Large Fibre Network</b><br>A project to build a 777-kilometre-long fibre network between Dawson City, Yukon, and Inuvik, Northwest Territories. | Connect to Innovate Program (\$30 million)<br>INFC Small Communities Fund (\$29 million) |

---

# NORTHWEST TERRITORIES TERRITORIAL PROFILE

## POLITICAL CONTEXT

The Northwest Territories operates under a **Consensus Government**. Members of the Legislative Assembly are **elected as independents** and meet as a caucus to identify the premier. Members not in the Cabinet serve as the “unofficial opposition”. The next territorial general election is expected to take place on October 3, 2023.

There are 33 municipalities in the Northwest Territories. Municipal elections are held every two to three years.

## PREMIER



**Caroline Cochrane**, Premier  
(elected October 24, 2019)

## TERRITORIAL COUNTERPARTS



**Paulie Chinna**, Minister of Municipal and Community Affairs, Minister Responsible for Northwest Territories Housing Corporation, Minister Responsible for Homelessness (appointment effective November 8, 2019)

The Department of Municipal and Community Affairs supports capable, accountable and self-directed community governments providing a safe, sustainable and healthy environment for community residents. It is the lead department for community-oriented federal infrastructure programs.



**Katrina Nokleby**, Minister of Industry, Tourism and Investment, Minister of Infrastructure, Minister Responsible for the Workers' Safety and Compensation Commission (appointment effective November 8, 2019)

The mandate of the Minister and the Department of Industry, Tourism and Investment is to promote economic self-sufficiency through funding, support, and marketing initiatives designed to foster a positive economic environment in our territory. The Department of Infrastructure is Infrastructure Canada's main partner with respect to the Investing in Canada Infrastructure Program.

---

## GOVERNMENT PRIORITIES

The 2017 Speech from the Throne outlined a number of key priorities, including:

- improving accountability, transparency and collaboration in, and across, government;
- lowering the cost-of-living;
- fostering lifelong learning, skills development, training and employment;
- promoting community wellness and safety; and,
- investing in economic diversification, land development and environmental stewardship.

Taking an approach that prioritizes “carefully managed spending,” the 2019 Budget proposed \$1.9 billion in spending to support the priorities of the Assembly, as outlined above, and strengthen existing programs.

## RURAL PRIORITIES

**The Ministry of Industry, Tourism and Investment** promotes economic self-sufficiency through funding, supporting, and marketing initiatives designed to foster a positive economic environment in the Northwest Territories. It manages the **Economic Opportunities Strategy**, launched in 2013, which anticipates a slowdown in the territories' diamond mining industry, and seeks new economic opportunities (e.g. by stimulating investment, encouraging residency, supporting community economic development, etc.).

**The Department of Municipal and Community Affairs** delivers services to community governments through its headquarters in Yellowknife and five regional offices (e.g. emergency management, community affairs and licensing, sport and recreation, etc.).

## BROADBAND PRIORITIES

No broadband commitments in 2019. From 2015-2017, the government contributed approximately \$82 million to fund the Mackenzie Valley Fibre Link, a project in Inuvik providing high speed telecommunications to over 10 communities in the region.

## TERRITORIAL INFRASTRUCTURE PRIORITIES

**\$343.2 in capital spending:** Building on commitments to fund infrastructure, the territorial capital plan announced total capital spending of \$343.2 million across the territory for 2019-2020.

The Department of Infrastructure has planned for \$194.8 million in spending for 2019-2020.



---

Other infrastructure commitments include:

- \$1.3 million to support infrastructure delivery, including the Investing in Canada Infrastructure Program and other large capital commitments;
- \$2.1 million to protect new capital projects coming into service in 2019-2020;
- \$1.9 million to support community government operations, maintenance, water and sewer expenses;
- \$2.6 million for a Land Use Planning Committee that will support intergovernmental planning with regional governments, including First Nations;
- More than \$40 million through the 2030 Energy Strategy for energy-related capital projects that will provide alternative energy options; and,
- \$555,000 to support data management, reporting and outreach to improve understanding of climate change within the territory, build resilience and adaptation, and transition to a low-carbon economy as part of the 2030 NWT Climate Change Strategic Framework.

## DRIVERS AND OTHER CONSIDERATIONS

**Aging infrastructure:** According to Premier McLeod, the Northwest Territories has the oldest infrastructure in the country. This, coupled with significant infrastructure deficit, hampers economic growth and lends to higher costs of living.

**Economic growth and diversification:** economic viability depends on strengthening the sustainability of the territorial economy and exploring opportunities for economic diversification beyond non-renewable resource industries. Growing the population and expanding the pool of skilled labour also remains a key challenge for the territory.

**Climate change:** Through the release of its 2030 Energy Strategy, the government has committed to addressing climate change and will work across governments and with stakeholders to implement the strategy and coordinate adaptation and mitigation efforts.

## ECONOMIC INDICATORS

**Strong economic growth:** averaging real GDP growth of 2.1 percent in 2019, after an estimated gain of 0.3 percent in 2018. Growth is attributed to continued diamond production, renewed oil extraction and public investments.

**Increasing territorial deficit:** The territory is projecting a deficit of \$7 million in 2019-2020, with total debt expected to increase to \$1.1 billion by the end of 2019-2020.

**Infrastructure Economic Accounts Data:** In 2018, public (\$221 million) and private (\$115 million) industry investments increased by a combined \$10 million 2017.

**Job loss contributes to unemployment:** unemployment is expected to average to 7.3 percent in 2019. The Conference Board of Canada predicts a downturn in the mining industry as mines pass peak productivity, leading to job losses in a number of industries, including construction where losses will reach about 40 percent by 2040.



# TERRITORIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$570.8 million (Total Allocation)<br>Canada-Northwest Territories Integrated Bilateral Agreement signed on March 7, 2018 |  |
|---|--|
| <b>Rural and Northern Stream</b>  | <b>Initial Allocation:</b> \$153 million<br><b>Funds Committed (includes administration):</b> \$23.3 million<br><b>Projects Approved and Announced:</b> 8<br><b>Funding Still Available**:</b> \$129.7 million |
| MERIT-BASED PROGRAMS  |  |
| <b>Disaster Mitigation and Adaptation Fund<sup>1</sup></b>  | <b>Projects Approved:</b> 3<br><b>Total Federal Contribution:</b> \$64.1 million   |
| OTHER PROGRAMS  |  |
| <b>Clean Water and Wastewater Fund</b>  | <b>Allocation:</b> \$51.7 million (Funds are fully committed)<br><b>Total Projects:</b> 29   |
| <b>Gas Tax Fund</b>   | <b>Allocation for 2018-2019:</b> \$16.5 million  |
| NOTABLE PROJECTS  |  |
| <b>Fish Plant: Hay River</b><br>\$6.7 million to construct a new fish plant of approximately 1600 square metres in size at Hay River.                                 | Rural and Northern Stream  |
| <b>Roads: Hay River</b><br>\$5.6 million to reconstruct three roads (Caribou Crescent, Beaver Crescent and Riverview Drive), totaling 1.76 kilometres, in Hay River.  | Rural and Northern Stream  |
| <b>Road: Yellowknife</b><br>\$2.8 million to upgrade a total of 2.67 km of road in Yellowknife.   | Rural and Northern Stream  |

\*Note: Information reflects data as of October 16, 2019.

\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.

---

## EXAMPLES OF FEDERAL BROADBAND FUNDING IN NORTHWEST TERRITORIES

| PROGRAM   |  |
|---|--|
| <b>Connect to Innovate (CTI) Program</b><br>(ISED administered)   | <b>CTI Contribution:</b> \$4.6 million<br><b>Announced Projects:</b> 2 |
| NOTABLE PROJECTS  |  |
| <b>Broadband: 10 Rural Communities</b><br>\$4.6 million (two projects: \$3.7 million and \$921k) to provide 10 rural communities with increased capacity to access high-speed Internet. | Connect to Innovate Program  |

---

<sup>1</sup> As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

---

# NUNAVUT TERRITORIAL PROFILE

## POLITICAL CONTEXT

Nunavut operates under a **Consensus Government**. Members of the Legislative Assembly are **elected as independents** and meet as a caucus to identify the premier. Members who are not in the Cabinet serve as the “unofficial opposition”. The next territorial election is expected to take place in fall 2021.

Nunavut has 25 municipal councils for which elections are held every four years. Municipal elections were held on October 28, 2019, and are expected to take place again in 2023.

## PREMIER



**Joe Savikataaq**, Premier  
(elected June 14, 2018)

## TERRITORIAL COUNTERPART



**Lorne Kusugak**, Minister of Community and Government Services  
(appointed November 17, 2017)

The Department works in partnership with community governments to assist in building their capacity so that they can meet the needs of residents.



**David Akeeagok**, Deputy Premier, and Minister of Economic Development and Transportation  
(appointed November 17, 2017)

The Department of Economic Development and Transportation was created in 2004 under the second mandate of the Government of Nunavut. The role of the department is to support the participation of the people of the territory in the development and growth of the Nunavut economy.

---

# GOVERNMENT PRIORITIES

**Infrastructure among top priorities:** The Turaagtavut document outlines five priority areas that will guide the Government until 2021, including:

- working towards the well-being and self-reliance of Nunavummiut;
- developing Nunavut's infrastructure and growing the economy;
- providing education and training for children, youth and adults to prepare them for good jobs;
- strengthening Nunavut as a distinct territory; and
- working in partnership to advance the goals and aspirations of Nunavummiut.

## RURAL PRIORITIES

**The Department of Economic Development & Transportation** works to stimulate and strengthen the economy, and to ensure the safe and effective movement of people, goods, and knowledge. It manages **the Community Capacity Building Fund**, which provides grants and contributions to increase the capacity of hamlets to promote economic development.

**The Department of Community and Government Services** provides support and services that foster safe and sustainable communities in Nunavut.

## BROADBAND PRIORITIES

No public programming. See notable fibre cable project below.

## TERRITORIAL INFRASTRUCTURE PRIORITIES

**\$177.5 million in capital spending:** The 2019 Budget identifies \$177.5 million in capital spending in 2019-2020.

- Nearly half of all spending is dedicated to capital investments by two departments - Nunavut Housing Corporation (\$47.1 million) and Community and Government Services (\$39.9 million).
- Investments are consistent with commitments to invest in infrastructure to create more jobs, including opportunities in the mining and construction sectors.

**Housing investments:** Nunavut Housing Corporation will build approximately 100 new homes in 2019-2020, funding by both territorial and federal governments.

**Recovery centre:** Capital spending in the Budget also includes \$4.6 million to develop an addiction recovery centre.

**Energy systems:** Nunavut is investing in retrofits and diesel generator improvements.

**Planning:** Integrated Community Infrastructure Sustainability Plans were developed to meet the requirements of the Gas Tax Fund, but remain ever green, helping communities think systemically about the planning and implementation of new infrastructure and supporting the creation and measurement of long-term infrastructure development goals.

---

## DRIVERS AND OTHER CONSIDERATIONS

**Vast geography:** The size of the territory relative to the population creates challenges for the delivery of programs and services. Further, dependence on access to the sea and the lack of adequate marine facilities affects safety and presents a barrier to economic development.

**Young and growing population:** the young and fastest growing populations places demands on services and further increases pressure on already-aging facilities.

**Closing the digital divide:** access to reliable and affordable telecommunications services would help support economic and social futures and contribute to improving economic, health and social outcomes.

**Climate change and permafrost vulnerabilities:** Permafrost vulnerability maps were created to support decision-makers in seven communities plan for infrastructure, but further support for assessing and adapting to the impacts of climate change is needed.

**Aging infrastructure:** limited construction resources, including labour supply, and short building seasons contribute to escalating costs of building and maintaining assets, consequently, buildings that have exceeded expected lifespans remain in use.

## ECONOMIC INDICATORS

**Strong economic growth:** expected to average 4.6 percent annually for the next several years. Real GDP is expected to grow by 8.2 percent in 2019, due to population growth and investments in public infrastructure and the resource-sector.

**Territorial deficit:** The territory is projecting a deficit of \$34 million, 1.0 percent of GDP, in 2019-2020. As of December 31, 2018, total debt stood at \$432.2 million.

**Infrastructure Economic Accounts Data:** In 2018, public (\$178 million) and private (\$92 million) industry investments increased by a combined \$6 million from 2017.

**Relatively steady unemployment:** Unemployment in Nunavut was 14.1 percent in 2018, down a half a percentage point over 2017. In 2019, the government will pursue opportunities to create jobs through construction, particularly housing.

## TERRITORIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS\*

| INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$566.8 million (Total Allocation)<br>Canada-Nunavut Integrated Bilateral Agreement signed on April 17, 2018                                     |   |
|--|---|
| <b>Rural and Northern Stream</b>   | <b>Initial Allocation:</b> \$152.6 million<br><b>Funds Committed (includes administration):</b> \$158.7 million<br><b>Projects Approved and Announced:</b> 1<br><b>Funding Still Available**:</b> \$0 |
| OTHER PROGRAMS   |   |
| <b>Clean Water and Wastewater Fund</b>   | <b>Allocation:</b> \$51.3 million (Funds are fully committed)<br><b>Total Projects:</b> 3   |
| <b>Gas Tax Fund</b>  | <b>Allocation for 2018-2019:</b> \$16.5 million   |
| NOTABLE PROJECTS   |   |
| <b>Iqaluit to Nuuk Fibre Connection</b><br>\$151.2 million, with a \$30 million contribution from the Nunavut government, to connect Iqaluit to Nuuk, Greenland via a submarine fibre cable. | Rural and Northern Stream   |

\*Note: Information reflects data as of October 16, 2019.

\*\*Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.

## EXAMPLES OF OTHER FEDERAL BROADBAND FUNDING IN NUNAVUT

| PROGRAM   |   |
|---|---|
| <b>Connect to Innovate (CTI) Program</b><br>(ISED administered) | <b>CTI Contribution:</b> \$49.9 million<br><b>Announced Projects:</b> 1 |

---

# KEY PARTNERS AND STAKEHOLDERS

## OVERVIEW

As Minister of Rural Economic Development, establishing a **collaborative and constructive partnership** with provinces and territories (PT), municipalities, Indigenous organizations, Portfolio partners, and other key stakeholders, will be important over the course of your mandate.

You may wish to schedule bilateral calls and/or meetings with your **provincial and territorial (PT) counterparts** early in your mandate. These meetings will be an opportunity to introduce yourself to PT Ministers responsible for rural issues across the country, gain a better understanding of jurisdiction-specific rural economic development challenges and priorities, as well as set the stage for future collaboration (see **Tab 15** for PT counterparts).

With over 3,500 municipalities across Canada, you will meet with a number of local associations and organizations during your travel across the country. As a first step, you may wish to build a working relationship with the **Federation of Canadian Municipalities (FCM)**, the national voice of municipal governments in Canada. The FCM's upcoming Annual Conference and Trade Show on June 4-7, 2020 in Toronto, Ontario, will provide an opportunity to engage with the FCM and its caucus members, as well as other municipal leaders across Canada (see **Tab 16** for FCM contacts).

While your colleagues from Crown-Indigenous Relations and Northern Affairs Canada and Indigenous Services Canada are overall leads for the majority of Indigenous policy and programming within the Government of Canada, your portfolio also benefits First Nations, Metis and Inuit peoples in Canada. Accordingly, you may also wish to engage with some of the key **National Indigenous Organizations (NIOs)**. This could include engagement at Permanent Bilateral Mechanism meetings, where warranted, and holding meetings with each organization to discuss their economic development priorities (see **Tab 17** for NIO contacts).

Finally, there are a number of other stakeholders with whom you may wish to engage early in your mandate. These include certain business associations (the **Canadian Chamber of Commerce**, the **Canadian Federation of Independent Businesses**); as well as organizations and corporations focused on broadband, connectivity, and wireless issues, which is related to your mandate (the **Canadian Wireless Telecommunications Association**, the **Canadian Association of Wireless Internet Service Providers**, **Bell Canada**, **Rogers**, **Telus**, **Shaw** as listed at **Tab 18**).

We would be pleased to provide you with additional information and will work with your Office to schedule meetings with key partners and stakeholders early in your mandate.



## PROVINCIAL/TERRITORIAL COUNTERPARTS

| Provincial/Territorial Ministries  | Key Contact  |  | Overview of Ministry/Department   |
|--|--|--|---|
|  | Name and Title   | Contact Information  |   |
| BRITISH COLUMBIA   |  |  |   |
| <b>Ministry of Municipal Affairs and Housing and Ministry of Citizens' Services</b>  | Selina Robinson, Minister of Municipal Affairs and Housing, (appointed July 18, 2017), and Acting Minister of Citizens' Services (appointed October 4, 2019) | 250-387-2283<br><a href="mailto:mah.minister@gov.bc.ca">mah.minister@gov.bc.ca</a>   | <p>The Ministry provides leadership in supporting local governments, not-for-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient, and socially and environmentally responsible; and provides British Columbians with access to more affordable, safe and appropriate housing through policy and programs, technical codes and standards, and services for landlords and tenants.</p> <p>The Ministry of Citizens' Services provides a wide range of services to British Columbians across the province, both in person and online. From BC Services Cards to freedom of information to information technology infrastructure, we help deliver services that people count on.</p> |
| <b>Ministry of Forests, Lands, Natural Resource Operations and Rural Development</b> | Doug Donaldson, Minister of Forests, Lands, Natural Resource Operations and Rural Development (appointed July 18, 2017)                                      | 250-387-6240<br><a href="mailto:FLNR.Minister@gov.bc.ca">FLNR.Minister@gov.bc.ca</a> | <p>The Ministry of Forests, Lands, Natural Resource Operations and Rural Development is responsible for the stewardship of provincial Crown land and natural resources, and for the protection of B.C.'s archaeological and heritage resources.</p>   |

| Provincial/Territorial Ministries                   | Key Contact   |  | Overview of Ministry/Department  |
|---|---|--|--|
|   | Name and Title  | Contact Information  |  |
| ALBERTA   |   |  |  |
| Ministry of Economic Development, Trade and Tourism | Tanya Fir, Minister of Economic Development, Trade and Tourism (appointed April 30, 2019) | 780-644-8554<br><a href="mailto:edt.ministeroffice@gov.ab.ca">edt.ministeroffice@gov.ab.ca</a>               | The Ministry leads economic development efforts, supports businesses and investors and promotes Alberta's tourism industry.  |
| Ministry of Agriculture and Forestry                | Devin Dreeshen, Minister of Agriculture and Forestry (appointed April 30, 2019)           | 780-427-2137<br><a href="mailto:AF.minister@gov.ab.ca">AF.minister@gov.ab.ca</a>                             | The Ministry supports the growth, diversification and sustainability of Alberta’s agriculture and forest industries.   |
| Ministry of Municipal Affairs                       | Kaycee Madu, Minister of Municipal Affairs (appointed April 30, 2019)                     | 780-427-3744<br><a href="mailto:minister.municipalaffairs@gov.ab.ca">minister.municipalaffairs@gov.ab.ca</a> | The Ministry helps provide collaborative and accountable local government to Albertans. Other services include funding supports for municipalities and a comprehensive approach to managing emergencies through the Alberta Emergency Management Agency. |

| Provincial/Territorial Ministries  | Key Contact   |  | Overview of Ministry/Department  |
|--|---|--|--|
|  | Name and Title  | Contact Information  |  |
| SASKATCHEWAN   |   |  |  |
| Ministry of Trade and Export Development and Ministry of Immigration and Career Training | Jeremy Harrison, Minister of Trade and Export Development, and Minister of Immigration and Career Training (appointed February 2, 2018) | 306-787-8687<br><a href="mailto:minister.teic@gov.sk.ca">minister.teic@gov.sk.ca</a> | <p>The Ministry of Trade and Export Development advances economic growth to generate wealth and opportunity in Saskatchewan. The Ministry facilitates a co-ordinated cross-government approach to attract investment and grow export markets. The Ministry fosters and supports a competitive business environment, facilitates trade and strengthens Saskatchewan’s international relations.</p> <p>The Ministry of Immigration and Career Training leads efforts to help individuals prepare for, obtain and maintain employment, and activities to assist employers with the development, recruitment and retention of workers, consistent with provincial labour market needs.</p> |
| Ministry of Government Relations   | Lori Carr, Minister of Government Relations (appointed August 13, 2019)   | 306-787-6100<br><a href="mailto:Minister.gr@gov.sk.ca">Minister.gr@gov.sk.ca</a>     | <p>The Ministry is responsible for municipal relations, public safety, and First Nations, Métis and northern affairs, and enhancing the quality of life for all Saskatchewan people; and to promote community safety.</p>  |

| Provincial/Territorial Ministries | Key Contact   |  | Overview of Ministry/Department   |
|-----------------------------------|---|--|---|
|                                   | Name and Title  | Contact Information  |   |
| MANITOBA                          |   |  |   |
| Economic Development and Training | Ralph Eichler, Minister of Economic Development and Training (appointed October 23, 2019) | 204-945-0067<br><a href="mailto:minedt@leg.gov.mb.ca">minedt@leg.gov.mb.ca</a> | Economic Development and Training leads the delivery of the province’s economic development strategy, and oversees post-secondary education and training.   |
| Manitoba Municipal Relations      | Rochelle Squires, Minister of Municipal Relations (appointed October 23, 2019)            | 204-945-5854<br><a href="mailto:minmr@leg.gov.mb.ca">minmr@leg.gov.mb.ca</a>   | Manitoba Municipal Relations works with municipalities, planning districts, and non-governmental organizations to build and maintain strong, healthy and well-managed communities across the province. Minister Wharton is Infrastructure Canada's key ministerial contact. |

| Provincial/Territorial Ministries               | Key Contact   |  | Overview of Ministry/Department   |
|---|---|--|---|
|   | Name and Title  | Contact Information  |   |
| ONTARIO   |   |  |   |
| Ministry of Agriculture, Food and Rural Affairs | Ernie Hardeman, Minister of Agriculture, Food and Rural Affairs (appointed June 29, 2018) | 416-326-3074<br><a href="mailto:minister.omafra@ontario.ca">minister.omafra@ontario.ca</a> | The Ministry seeks to grow Ontario's agri-food sector and support rural communities, helping to create a stronger economy for the province.   |
| Ministry of Municipal Affairs and Housing       | Steve Clark, Ministry of Municipal Affairs and Housing (appointed June 29, 2018)          | 416-585-7000<br><a href="mailto:minister.mah@ontario.ca">minister.mah@ontario.ca</a>       | The Ministry works with local governments and partners across Ontario to build safe and strong urban and rural communities with dynamic local economies, a high quality of life and affordable and suitable homes for everyone. |

| Provincial/Territorial Ministries                     | Key Contact   |  | Overview of Ministry/Department   |
|---|---|--|---|
|   | Name and Title  | Contact Information  |   |
| QUÉBEC  |   |  |   |
| Ministère de l'Économie et de l'Innovation            | Pierre Fitzgibbon, Ministre de l'Économie et de l'Innovation (appointed October 18, 2018)             | 418 691-5650<br><a href="mailto:ministre@economie.gouv.qc.ca">ministre@economie.gouv.qc.ca</a>         | The Ministry's mission is to support business growth, entrepreneurship, science, innovation, and export and investment. The Ministry also coordinates the development and implementation of the Digital Agenda.   |
|   | Marie-Eve Proulx, Ministre déléguée au Développement économique régional (appointed October 18, 2018) | 418-691-5650<br><a href="mailto:ministre.der@economie.gouv.qc.ca">ministre.der@economie.gouv.qc.ca</a> |   |
| Ministère des Affaires municipales et de l'Habitation | Andrée Laforest, Ministre des Affaires municipales et de l'Habitation (appointed October 18, 2018)    | 418-691-2050<br><a href="mailto:ministre@mamh.gouv.qc.ca">ministre@mamh.gouv.qc.ca</a>                 | The Ministry supports municipal administration and sustainable land use planning, development and occupation for the benefit of residents. The Ministry aims to be a key partner for municipalities in the development of sustainable, dynamic and attractive living environments for all citizens. |

| Provincial/Territorial Ministries              | Key Contact  |  | Overview of Ministry/Department   |
|--|--|--|---|
|  | Name and Title   | Contact Information  |   |
| NEW BRUNSWICK                                  |  |  |   |
| Opportunities New Brunswick                    | Mary Wilson,<br>Minister of Economic Development and Small Business, and Minister responsible for Opportunities New Brunswick (appointed November 9, 2018) | 506-453-5471<br><a href="mailto:Mary.Wilson@gnb.ca">Mary.Wilson@gnb.ca</a> | Opportunities New Brunswick connects local and worldwide businesses in traditional and emerging industries to the incredible advantages that this province has to offer.  |
| Department of Environment and Local Government | Jeff Carr,<br>Minister of Environment and Local Government (appointed November 9, 2018)  | 506-453-2690<br><a href="mailto:Jeff.Carr@gnb.ca">Jeff.Carr@gnb.ca</a>     | The Department provides integrated stewardship through planning and management of land use, zoning development and waste management issues. It ensures effective enforcement of, and compliance with, environmental legislation and regulations. It provides effective consultation and liaison with municipal governments and Local Service Districts on governance issues. The Department is also a co-signatory of the New Brunswick Gas Tax Fund agreement with the Regional Development Corporation. |



| Provincial/Territorial Ministries | Key Contact  |  | Overview of Ministry/Department  |
|-----------------------------------|--|--|--|
|                                   | Name and Title   | Contact Information  |  |
| NOVA SCOTIA                       |  |  |  |
| Department of Business            | Geoff MacLellan, Minister of Business, and Minister of Trade (appointed June 15, 2017) | 902-424-0377<br><a href="mailto:BusinessMinister@novascotia.ca">BusinessMinister@novascotia.ca</a> | The Department of Business works with Crown corporations and special operating entities (Develop Nova Scotia, Innovacorp, Invest Nova Scotia, Tourism Nova Scotia and Nova Scotia Business Inc.) to develop plans, programs and policies that encourage entrepreneurship, help attract venture capital investment and grow sectors of the economy. |
| Department of Municipal Affairs   | Chuck Porter, Minister of Municipal Affairs and Housing (appointed July 5, 2018)       | 902-424-6642<br><a href="mailto:dmamin@novascotia.ca">dmamin@novascotia.ca</a>                     | The Department provides programs, grants and funding to municipalities and community groups. The department provides services and guidance to municipalities, towns and villages in many areas including safety and security, budget planning and finance, and policy and program development.   |

| Provincial/Territorial Ministries                  | Key Contact  |  | Overview of Ministry/Department  |
|--|--|--|--|
|  | Name and Title   | Contact Information  |  |
| PRINCE EDWARD ISLAND                               |  |  |  |
| Department of Fisheries and Communities            | Jamie Fox, Minister of Fisheries and Communities (appointed May 9, 2019)                 | 902-438-4660<br><a href="mailto:MinisterFC@gov.pe.ca">MinisterFC@gov.pe.ca</a>     | The Department of Fisheries and Communities advocates on behalf of the marine fishery and the aquaculture industries to support the sustainable development of the fishing industry. The department also works with municipalities and rural communities to support priorities at the local level. |
| Department of Economic Growth, Tourism and Culture | Matthew MacKay, Minister of Economic Growth, Tourism and Culture (appointed May 9, 2019) | 902-368-4230<br><a href="mailto:MinisterEGTC@gov.pe.ca">MinisterEGTC@gov.pe.ca</a> | The Department of Economic Growth, Tourism and Culture is committed to expanding Prince Edward Island's exports, creating jobs, and promoting overall economic growth and prosperity by encouraging business investment, development and sales in key economic sectors.                            |

| Provincial/Territorial Ministries                              | Key Contact  |  | Overview of Ministry/Department   |
|--|--|--|---|
|  | Name and Title   | Contact Information  |   |
| NEWFOUNDLAND AND LABRADOR                                      |  |  |   |
| <b>Department of Tourism, Culture, Industry and Innovation</b> | Bernard Davis,<br>Minister of Tourism, Culture, Industry and Innovation<br>(appointed September 6, 2019) | 709-729-4728<br><a href="mailto:TCIIMinister@gov.nl.ca">TCIIMinister@gov.nl.ca</a> | The Department is the lead for the economic, culture, and innovation agenda of the Provincial Government, by providing insight, intelligence, innovation, and investment services for businesses and communities to create a strong, vibrant business community and regional economies.   |
| <b>Department of Municipal Affairs and Environment</b>         | Derrick Bragg,<br>Minister of Municipal Affairs and Environment<br>(appointed September 13, 2019)        | 709-729-3046<br><a href="mailto:MAEInfo@gov.nl.ca">MAEInfo@gov.nl.ca</a>           | The Department assists municipalities in meeting their infrastructure needs and helps provide the financial and administrative tools to support development of community capacity, regional cooperation, and sound governance. The Department also supports environmental protection and enhancement through implementing water resource and pollution prevention regulations and policies, and coordination of environmental impact assessments. In addition, the Department is responsible for emergency preparedness and emergency response, planning and training, and leads the coordination and delivery of fire protection and fire prevention services. |

| Provincial/Territorial Ministries  | Key Contact  |  | Overview of Ministry/Department  |
|------------------------------------|--|--|--|
|                                    | Name and Title   | Contact Information  |  |
| YUKON                              |  |  |  |
| Department of Economic Development | Ranj Pillai,<br>Deputy Premier,<br>Minister of Economic Development,<br>and Minister of Energy, Mines and Resources (appointed December 3, 2016) | 867-393-7418<br><a href="mailto:Ranj.Pillai@gov.yk.ca">Ranj.Pillai@gov.yk.ca</a>       | The Department seeks to develop a thriving, prosperous and diversified Yukon economy to enrich the quality of life of all Yukoners.  |
| Department of Community Services   | John Streicker,<br>Minister of Community Services (appointed December 3, 2016)   | 867-393-7427<br><a href="mailto:John.Streicker@gov.yk.ca">John.Streicker@gov.yk.ca</a> | The Department builds sustainable and diverse economies while supporting local solutions to local problems. The Department's work supports economic and community development. |

| Provincial/Territorial Ministries              | Key Contact  |  | Overview of Ministry/Department   |
|--|--|--|---|
|  | Name and Title   | Contact Information  |   |
| NORTHWEST TERRITORIES                          |  |  |   |
| Department of Industry, Tourism and Investment | Katrina Nokleby, Minister of Industry, Tourism and Investment, and Minister of Infrastructure (appointment effective November 8, 2019) | Phone number TBD<br><a href="mailto:Katrina_nokleby@gov.nt.ca">Katrina_nokleby@gov.nt.ca</a> | The mandate of the Minister and the Department of Industry, Tourism and Investment is to promote economic self-sufficiency through funding, support, and marketing initiatives designed to foster a positive economic environment in our territory.   |
| Department of Municipal and Community Affairs  | Paulie Chinna, Minister of Municipal and Community Affairs, and Minister of Housing (appointment effective November 8, 2019)           | Phone number TBD<br>Email address TBD  | The Department supports capable, accountable and self-directed community governments providing a safe, sustainable and healthy environment for community residents. It is the lead department for community-oriented federal infrastructure programs. |

| Provincial/Territorial Ministries                     | Key Contact   |  | Overview of Ministry/Department  |
|---|---|--|--|
|   | Name and Title  | Contact Information  |  |
| NUNAVUT   |   |  |  |
| Department of Community and Government Services       | Lorne Kusugak, Minister of Community and Government Services (appointed November 17, 2017)                            | 867-975-5074<br><a href="mailto:Lkusugak@gov.nu.ca">Lkusugak@gov.nu.ca</a>   | The Department works in partnership with community governments to assist in building their capacity so that they can meet the needs of residents.  |
| Department of Economic Development and Transportation | David Akeeagok, Deputy Premier, and Minister of Economic Development and Transportation (appointed November 17, 2017) | 867-975-5026<br><a href="mailto:dakeeagok@gov.nu.ca">dakeeagok@gov.nu.ca</a> | The Department of Economic Development and Transportation was created in 2004 under the second mandate of the Government of Nunavut. The role of the department is to support the participation of the people of the territory in the development and growth of the Nunavut economy. |

---

## MUNICIPALITIES

| Key Partners and Stakeholders                         | Key Contact                |  | Mandate  |
|---|----------------------------|--|--|
|   | Name and Title             | Contact Information  |  |
| <a href="#">Federation of Canadian Municipalities</a> | Bill Karsten,<br>President | 902-476-1855<br><a href="mailto:bill.karsten@halifax.ca">bill.karsten@halifax.ca</a> | The Federation of Canadian Municipalities is the national voice of municipal government. The organization advocates for municipalities to be sure their citizens' needs are reflected in federal policies and programs, and delivers programming, on behalf of the Government of Canada, aimed at enhancing asset management and climate change awareness. |



## NATIONAL INDIGENOUS ORGANIZATIONS

| Key Partners and Stakeholders                    | Key Contact                         |  | Mandate   |
|--|-------------------------------------|--|---|
|  | Name and Title                      | Contact Information  |   |
| <a href="#"><u>Assembly of First Nations</u></a> | Perry Bellegarde,<br>National Chief | 613-241-6789, ext: 244<br><a href="mailto:aaubin@afn.ca">aaubin@afn.ca</a>   | The Assembly of First Nations is a national advocacy organization representing First Nation citizens in Canada. The organization aims to protect and advance the Aboriginal and treaty rights and interests of First Nations in Canada, including health, education, culture, and language. |
| <a href="#"><u>Inuit Tapiriit Kanatami</u></a>   | Natan Obed,<br>President            | 613-238-8181   | The Inuit Tapiriit Kanatami serves as a national voice protecting and advancing the rights and interests of Inuit in Canada.  |
| <a href="#"><u>Métis National Council</u></a>    | David Chartrand,<br>President       | 613-232-3216<br><a href="mailto:info@metisnation.ca">info@metisnation.ca</a> | The Métis National Council represents the Métis Nation nationally and internationally. Its goal is to secure a healthy space for the Métis Nation's ongoing existence within the Canadian federation.   |

## OTHER KEY STAKEHOLDERS

| Key Partners and Stakeholders                                    | Key Contact  |  | Mandate  |
|--|--|--|--|
|  | Name and Title   | Contact Information  |  |
| <a href="#">Canadian Chamber of Commerce</a>                     | Perrin Beatty,<br>President and<br>Chief Executive<br>Officer                          | 613-238-4000<br><a href="mailto:pbeatty@chamber.ca">pbeatty@chamber.ca</a> | The Canadian Chamber of Commerce is a non-profit organization of business people and corporations that was established to promote economic development and collectively represent their concerns to government on public policy.   |
| <a href="#">Canadian Federation of Independent Businesses</a>    | Corinne Pohlmann,<br>Senior Vice<br>President,<br>National Affairs<br>and Partnerships | 613-235-2373, [REDACTED]   | With over 110,000 members, The Canadian Federation of Independent Business is Canada's largest non-profit organization devoted to creating and supporting an environment where businesses can succeed. Across Canada, CFIB advocates for small business with politicians and decision-makers. As a non-partisan organization, CFIB influences public policy based on its members' views. CFIB also provides specialized business resources, including on-call counsellors, to help businesses navigate the daily challenges of running a business. |
| <a href="#">Canadian Wireless Telecommunications Association</a> | Robert Ghiz,<br>President and<br>Chief Executive<br>Officer                            | 613-233-4888   | The Canadian Wireless Telecommunications Association is the authority on wireless issues, developments and trends in Canada. It represents companies that provide services and products across the wireless sector. Representing the industry before all levels of government and various regulatory agencies, CWTA actively promotes the industry with the goal of ensuring continued growth of the wireless sector in Canada.  |

| Key Partners and Stakeholders   | Key Contact   |  | Mandate   |
|---|---|--|---|
|   | Name and Title  | Contact Information  |   |
| <a href="#">Canadian Association of Wireless Internet Service Providers</a> | Jonathan Black,<br>Executive Director   | 1-844-370-0404, ext: 100<br><a href="mailto:info@canwisp.ca">info@canwisp.ca</a> | The Canadian Association of Wireless Internet Service Providers is an organization that represents Canadian Wireless Internet Service Providers. They participate in legislative, regulatory and policy-informing processes on behalf of member ISPs. Their members provide fixed-wireless Internet access to households and business across Canada on networks that they have built, operate and maintain. |
| <a href="#">Bell Canada</a>   | Mirko Bibic,<br>Chief Operating Officer (to be President and Chief Executive Officer on 6 January 2020) | [REDACTED]   | Bell Canada is a large Canadian communications company, and provides advanced broadband communications networks and services to consumers and business customers across the country.  |
| <a href="#">Rogers</a>  | David Watt,<br>Senior Vice President,<br>Regulatory Affairs   | [REDACTED]   | Rogers is a large Canadian technology company devoted to delivering wireless, residential, and media services to Canadians and Canadian businesses.   |
| <a href="#">Telus</a>   | Darren Entwistle,<br>President and Chief Executive Officer  | [REDACTED]   | Telus is a large Canadian telecommunications company, delivering future friendly services and solutions to Canadians at home, in the workplace and on the move.   |
| <a href="#">Shaw</a>  | Paul Cowling,<br>Senior Vice President, Legal and Regulatory Affairs                                    | [REDACTED]   | Shaw is one of Western Canada's leading network and content experience companies, delivering high quality consumer, business and content product offerings.   |